The Science of Living Longer

SPECIAL 22-PAGE HEALTH SECTION

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Kristina, 37;
grandmother Laila, 65
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Fashion forward

BY MARGARET TALEY AND WILLIAM DOUGLAS
margaret@meldale.com

FAYETTEVILLE, N.C. - Democrat Barack Obama saw his campaign bolstered on two fronts Sunday - a keynote speech from a nationally known Republican and the announcement of a record month for fundraising.

Obama aides said the endorsement from retired Gen. Colin Powell during NRC's "Meet the Press" could have come at a better time, as Obama campaigned in this swing state just days before the Nov. 4 mid-term elections.

MORE COVERAGE Sarah Palin's appearance on "Saturday Night Live" boosted her ratings in 14 years. Page A2
John McCain and Barack Obama campaign in key swing states in their push for midterm votes. Page A8
As Election Day

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COVER
How To Live 100 Years (Health Checkup)
A century of life was once a rare thing, but that is changing. Science is slowly unraveling the secrets of the centenarians

WEB EXCLUSIVE How To Live to a Ripe Old Age
Seeing your 100th birthday was once a rare thing, but more and more seniors are joining the century club

Lab Report (Time Health / Subject/No. 1 Longevity)
Gender, genes, diet and even human sperm may all be life extenders

Be Careful What You Wish For (Time Health / Health Checkup)
We’d all like an extra decade of life. But there are reasons to think we already hang around long enough

Eat Less, Live Longer? (Time Health / Health Checkup)
Restricting calories extends animal life, so doctors want to know if going hungry would help us too

A Global Look at Longevity (Time Health / Health Checkup)
Geography, it seems, is destiny, at least when it comes to numbering our years

Living Long and Living Well (Time Health / Prescription)
It’s not so hard—and it’s not all genes. Here’s what we can do today to get extra tomorrows

NATION
The Rescue Brigade (The Well / World)
The military’s airborne medical-evacuation teams are critical to holding down U.S. casualties in Afghanistan. Lynsey Addario travels to the front lines to follow one medevac unit as it races to save another life

WEB EXCLUSIVE Photos: The Rescue Brigade
Photographer Lynsey Addario travels to the front lines to follow a medevac unit

What’s Behind America’s Falling Crime Rate (The Well / Nation)
The murder rate in America is at an all-time low. Will the recession reverse that?

ESSAY
It’s Her Party (Commentary / In the Arena)
Sarah Palin is clever, deceptive and infuriating—which makes her the Republicans’ most potent force

Era of No Consensus (Commentary / Viewpoint)
No, Obama’s not FDR; he’s also not the first President to start over. It’s just tough to have to do it now
Echoes of Greece's Debt Crisis (Commentary / The Curious Capitalist)
Greece's economy is small, but its debt crisis is threatening the euro. Listen for the echoes in the U.S.

My Prius Problem (The Well / The Awesome Column)
So what if my wife drives one? At least now I won't have to hear why it makes her better than me

There's No Point in Doing Good Badly
To aid is human. But what happens when our relief efforts hurt more than they help?

WORLD
In India, A Salon A Cut Above the Rest
Thanks to rising disposable incomes, designer hairstyling is finally making the cut with India's middle class. Take a chair in the coiffured world of Jawed Habib

Stopping Soldiers from Becoming Murderers (World)
Some soldiers become murderers. The military needs to figure out how to stop them

TO OUR READERS
Health Checkup
Who wants to be 100? Our first in a series of special reports looks at longevity. It's not just about living longer, but living better

ARTS & ENTERTAINMENT
The Greatest Performances of the Year, a Tribute (Great Performances)
Our annual tribute to the actors and actresses whose work this year lit up the screen

The Devil's Due (Books)
With his new novel, Joe Hill climbs to the top of the horror pack

Tyler Perry's Big Happy Family (Theater)
Touring the country as Madea, Tyler Perry may be the most popular unsung playwright in America

Viva Viva Elvis! (Theater)
Cirque du Soleil's fizzy evocation of the man and his music restores the King to his Vegas throne

Percy Jackson (Phenomenon Watch)

Short List
TIME'S PICKS FOR THE WEEK

BUSINESS
Behind the Troubles at Toyota (Business)
It was the world's most admired automaker, a company that had redefined manufacturing. Then the recalls started. What can other firms learn from a corporate culture that went horribly wrong?
EDUCATION
A Quick Fix for America's Worst Schools (Education)
The White House is devoting $4 billion to turning around America's worst schools. Will these extreme makeovers work?

SOCIETY
Reality TV at 10: How It's Changed Television — and Us (Culture / Culture)
Ten years since the premiere of Survivor, the genre has gone from guilty pleasure to quintessentially American entertainment

WEB EXCLUSIVE Top 10 Reality TV Shows
A look at the best unscripted programs on television

McDonald's Chef: The Most Influential Cook in America? (Food)
Meet the most influential cook in America. Dan Coudreaut is the creative mind behind the salads and wraps that helped update McDonald’s greasy image. Now he’s even playing with the Big Mac

The Disaster Diet (Life / Food)
In Haiti, our correspondent subsists on state-of-the-art survival food — high-energy cookies

Seeking My Race-Based Valentine Online (Life / Social Norms)
Why online dating is the last refuge of overt racial preferences

PEOPLE
10 Questions for Henry Paulson (10 Questions)
In On the Brink, the former Treasury chief looks back on the financial crisis. Henry Paulson will now take your questions

LETTERS
Inbox (Inbox)

NOTEBOOK
The Moment (Briefing)
2|9|10: New Orleans

The World (Briefing)
10 ESSENTIAL STORIES

Verbatim (Briefing)

WEB EXCLUSIVE Top 10 Invasive Species
As officials fight to keep the fearsome Asian carp from making its way into the Great Lakes, TIME takes a look at other species that have overstayed their welcome
The Skimmer (Briefing)
Book Review: The Immortal Life of Henrietta Lacks by Rebecca Skloot

John Murtha (Briefing / Milestones)

Howard Zinn (Briefing / Milestones)

Charlie Wilson (Briefing / Milestones)
Six of the eight Hurlburt siblings live in New England, including Peggy (79), Helen (88), Millie (93), Peter (80), Agnes (96) and Muriel (89)

Jason Grow for TIME

Don't write that down! Put your pencil away!" Agnes Buckley is trying in vain to head off an entertaining story her sisters are telling me about how she used to sneak out of the house as a teenager. (She favored boys with motorcycles.) When their father hid her shoes to keep her at home, Agnes simply bypassed the front door and leaped out the window.

“Everyone is going to think I was a troublemaker,” she laments.

Don't worry, Agnes. You may have had some fun as a teen, but there's a lifetime of evidence to prove you've grown into respectability. A lifetime, that is, that already includes a full decade and a half more than the 80 or so years that a girl born in the U.S. today can expect to live. Agnes was born in 1913 — the year that Grand Central Terminal opened in New York City and the U.S. Postal Service began delivering packages as well as letters — which makes her 96 years old. Two of her 11 brothers and sisters are nonagenarians too. The other surviving members of the clan are pushing 80 or well beyond it. And, as Agnes points out, "none of us have canes."

In fact, the entire Hurlburt family is a model of long-lived, healthful vigor, which makes it a perfect candidate for the Long Life Family Study (LLFS), an investigation into the factors that help certain families produce members who live into their 80s, 90s and even 100s. The study — sponsored by the National Institute on Aging, part of the National Institutes of Health — includes investigators from four U.S. research centers and one Danish one. The idea, says Dr. Thomas Perls, the principal investigator at the Boston University Medical Center location, is to figure out which genetic, environmental and behavioral factors contribute to longevity.

"When it comes to rare genetic variations that contribute to longevity, family [analysis] is particularly powerful," he says. "But just because something occurs in a family doesn't mean it is necessarily genetic. There are lots of behaviors and traditions that happen in families that play a role in longer life expectancies. We want to use these families to ferret out what these factors are."
There's no denying that longer life expectancy is swelling the number of seniors — people over age 65 — in our population. But it's the fastest-growing subset of that superannuated group that proves the most interesting for researchers — those over age 85, in particular the centenarians born in the late 1800s, who have lived through the 1918 flu pandemic, the Great Depression and both world wars; have witnessed women's suffrage and the moon landings; and are still here, keeping up with world events during the Administration of the nation's first African-American President.

In the most recent Census, health officials predicted that by 2050, more than 800,000 Americans would be pushing into their second century of life. After the numbers from the 2010 Census are tabulated, some experts believe that figure will grow. By all accounts, these new centenarians are far from the frail, ailing, housebound people you might expect. In contrast, the majority of them are mentally alert and relatively free of disability and remain active members of their communities. They may simply represent a new model of aging, one that health experts are hoping more of us can emulate, both to make our lives fuller and to ease the inevitable health care burden that our longer-lived population will impose in coming decades.

Most people today fall prey to chronic diseases that strike in mid to late life — conditions such as cancer, heart disease, stroke and dementia — and end up nursing disabilities stemming from these illnesses for the remainder of their lives. Centenarians, on the other hand, appear to be remarkably resilient when it comes to shrugging off such ailments; they seem to draw on some reserve that allows them to bounce back from health problems and remain relatively hale until their final days.

Dozens of studies have investigated such individuals, with the goal of picking out the secrets to their salubrious seniority. Those analyses, however, have generally followed two separate if parallel tracks. The traditional approach has been to study the lifestyle and behavioral components of vigorous aging — the good habits, such as a healthy diet, regular physical activity and mental exercises that might keep the elderly vibrant through their golden years. The New England Centenarian Study, which includes 850 people entering their 100s, for example, has identified several behavioral and personality traits that seem to be critical to longevity, including not smoking, being extroverted and easygoing and staying lean.

Separately, biologists and geneticists have pursued the secret to longevity on a cellular or molecular level, first in animals and more recently in people. The goal is to identify genes associated with slowing normal aging and avoiding the chronic illnesses that accompany it.

But with advances in genomic technology that allow scientists to scan thousands of genes from a single sample at a time and then link them to specific functions in the body, researchers on aging can finally begin to knit together their two strands of inquiry. The result is an intricate tapestry that is starting to reveal exactly how we can best push the limits of life span. These findings in turn could eventually lead to drugs or other compounds that mimic such natural mechanisms, stretching lives a bit longer by keeping the genome in good repair, for example, or by boosting the body's defenses against free radicals. If we can't stay chronologically young, the scientists reason, we can at least live and feel as if we are.

"We are going through a revolution," says David Sinclair, a professor of pathology at Harvard Medical School, who has studied aging in animals and co-founded Sirtris, a biotech company developing antiaging compounds. "I think we might have our first handle on the molecules that can improve health."
Even if we are not endowed with the genes that can ease us into our 100s, most of us can certainly learn something from families like the Hurlburts, who apparently are.

**Of Yeast and Men**

Until relatively recently, the best clues about the factors involved in growing old came not from healthily aging humans but from other, decidedly less interesting species. Take, for instance, yeast. These organisms provided the first hints about how much of aging was due to genes and innate biology and how much was the product of other variables. It was yeast and, later, flies and rodents that provided the first findings about caloric restriction, the intriguing hypothesis that a drastically reduced intake of calories can extend life span.

While there is no firm evidence that the same phenomenon occurs in humans, researchers like Leonard Guarente at the Massachusetts Institute of Technology found yeast genes that appear to cause a food-restricted metabolism to use energy more efficiently, burning through caloric inventory at just the right rate to maintain life-sustaining processes while keeping something around for future use. Sinclair calls these survival genes. When they're activated, he says, they stabilize DNA and, in the yeast's case, extended survival 30% beyond what is normal. So far, Sinclair and others have identified a dozen similar genes in people. What they are hoping to do is find a way to turn these pathways on without forcing the rest of the body to hunker down in survival mode.

But while genes are certainly an important component of aging, they may not be the most relevant factor, if only because we don't have much control over them. The good news is that according to animal studies, only about 30% of aging is genetically based, which means that the majority of other variables are in our hands. Not only can getting such factors under control help slow the aging process before it starts, it can also help those who are already in their golden years improve their fitness and strength. Recent studies have shown, for example, that when seniors from ages 65 to 75 exercise with resistance weights, they can improve their scores on cognitive tests of memory and decision-making. Other research, in Germany, found that regular physical activity lowers the risk of developing cognitive impairment in people over age 55.

The 70%-30% split between environment and genes, however, doesn't apply to everybody. For lucky oldsters like those who qualify for the LLFS study, the reverse seems to be true. Perls has found that in centenarians, it's principally genes that are the secret to extra years. That's not surprising, since these people represent the extreme limit of our species' life expectancy.

But the centenarians' happy accident of birth may benefit the rest of us too, if Perls and his colleagues are successful in their work. Their first goal is to draw a complete map of their subjects' genomes, to figure out what makes their mortality clocks tick so slowly and for so long. "We think centenarians are going to be really powerful when it comes to genetic variations or combinations that are important to living to really old age," says Perls.

The challenge for researchers is to identify those genes that contribute not just to longevity but to healthy longevity in particular. Based on its unique collection of genetic data from the New England Centenarian Study, Perls' team is close to identifying such a suite of genes. From the evidence gathered so far, it appears that for the most part, people who live to 100 and beyond do not necessarily avoid the chronic
FOURTH GENERATION

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diseases of aging that normally claim the rest of us after midlife. About 40% of centenarians have experienced one of these illnesses in their lifetimes, but they seem to push through them without long-term problems or complications. And when they do get sick, according to a study Perls conducted in 1996, they are less likely to log time in the intensive-care unit (ICU) and often require less-expensive care per admission — at least compared with the cardiac surgery, chemotherapy and other ICU procedures that many of their younger elderly counterparts need.

Even as the LLFS investigators look for the full sweep of genes behind such resilience, other researchers are focusing on individual areas of the body — particularly the brain. Dr. Bruce Yankner at Harvard Medical School is studying what distinguishes brains that make it to 100 with limited cognitive decline from those that succumb to the ravages of Alzheimer's disease or other forms of dementia before age 85. Yankner zeroed in on genes in the frontal cortex — which is involved in higher learning, planning and goal setting — of people ages 24 to 106. That's a big chronological span, and it netted a big genetic haul: the research identified no fewer than 440 genes that start to slow down after age 40. Using that set as a starting point, Yankner's group is trying to determine just what those genes do to affect individual aging processes.

The virtue of such an approach is that it gives you a look at the entire developmental trajectory of the key genes throughout the adult life span. The disadvantage is that it lacks specificity: you can't ever know which 24-to-80-year-olds will actually make it to 90 and beyond, so you can't be certain from looking at their brains which genes are really at work in extreme old age and which eventually deteriorate. For that reason, Yankner's team — like the LLFS investigators — is also studying the brains of a separate group of people who have already achieved extreme old age. Coming at the data from two different directions could better pinpoint the genes that are truly in play and lead to a reasonable library of targets for deeper research.

"It's a work in progress, but we believe that the expression of genes in the brain and how they are regulated is at least an indicator of how well someone is aging," Yankner says. "It may play a causal role as well."

Indeed, a causal role is precisely what the early results suggest. The key function of the collection of brain genes Yankner has identified is to regulate the connections between neurons — vitally important, since it's healthy connections that keep neurons alive. Among the first ones to go when brain cells start dying are those involved in learning and memory. This may help explain why even the sharpest oldsters are prone to so-called senior moments, a tendency to forget newly learned information or repeat stories or questions, sometimes over and over again. Other genes in the collection have more-precise repair duties, fixing small nicks and mistakes in DNA. Without such maintenance work, normal genetic activities are slowly compromised.

Yet despite his excitement over his genetic findings, Yankner too is adamant that DNA is not destiny. Just as you can keep your body fit with good lifestyle habits and by avoiding pollutants, toxins and carcinogens, you may be able to keep your genes healthier. Environmentally triggered alterations in genes — known as epigenetic changes — can affect when a gene is activated, how robustly it is turned on and how it interacts with neighboring genes. Free radicals provide a very good case study of how epigenetic processes play out.
As the brain ages, it weathers a constant onslaught from these destructive oxygen ions. The body is able to patch over tiny dings and cuts in the genome, but over time, the genetic fixers can no longer keep up, and the function of the gene is compromised. The balance between wear and repair may be the key to a healthily aging brain. By scanning the genomes of centenarians, Yankner hopes to isolate the genes — and the biological processes attached to them — that help them stay ahead of the damage. Those might then be harnessed to give noncentenarians the same edge.

That work might also begin to explain the growing body of evidence behind the use-it-or-lose-it hypothesis, which suggests that people can improve their odds of remaining mentally alert by keeping their minds engaged. Learning a new language, picking up a hobby and maintaining a rich network of social connections are all ways to keep brain neurons firing. Yankner and others hope to isolate which brain circuits seem to be most active in this process.

A Different Kind of Youth
If everyone could begin to mimic what the centenarians do naturally, we'd all benefit — as the Hurlburts vividly illustrate. Agnes was mentally nimble enough as she aged that she learned to drive when she was 63, and she only recently gave up her license ("I was a very fast driver, but they never caught me," she confesses); Walter, 84, is an accomplished painter; Muriel, 89, writes poetry and sews quilts; James, 91, is also a poet; Peter, 80, taught himself to play the piano and ice-skate after midlife; Millie, 93, burns through half a dozen books every few weeks ("I like exciting books with a lot of action," she says); Helen, 88, sews intricate dolls, complete with period costumes; and Peggy, the baby at 79, loves to cook and read. Even when they're watching Jeopardy!, says Peter's granddaughter Nicole, they're calling out the answers — in the form of a question, of course.

If studies are going to determine how adopting such behaviors can influence and strengthen genes, they're going to need a lot of volunteers, and the LLFS, like the New England study, is ready. So far, the trial includes 840 families like the Hurlburts, with 4,800 siblings who were at least 79 when they enrolled in 2006 — and many of their children. All of the participants signed on knowing they'd be sitting still for in-depth interviews, recounting family histories and providing blood and DNA samples. And all have happily done their part. "I am interested to see if their influence can carry over to our generation," says Janet Kinnally, 61, who joined the study along with her mother Helen. "I hope the research leads to things that are helpful for generations to come."

None of this means that centenarian studies will produce a youth pill for the rest of us anytime soon — or ever, despite all the overblown claims made by hawkers of antiaging compounds such as human growth hormone or resveratrol, an ingredient found in red wine. The goal, at least at first, will be merely to give us back some of what we lose by living a modern — which is to say, overfed, overstressed and underactive — lifestyle. "One misconception of aging research is that we are looking to prevent aging," says Sinclair. "What we are hoping to do is to come up with something that will give us a lifestyle that now only centenarians enjoy."

That's an idea that certainly appeals to the Hurlburts' three dozen children, who like to believe that their parents' genes give them a leg up but aren't taking any chances. "Our lifestyles are more stressful than theirs were," says Maureen Miraglia, 62, one of Agnes' daughters. "But I am trying to change to be more like my mother. Most of my friends are talking about retiring, but I look at my mother, and I'm looking
forward to my next decade and trying to figure out what I want to do." As studies of the longest-lived among us continue to reveal more secrets to living well into old age, we can hope that's a happy dilemma that more of us will have.

Portraits of Centenarians

The East Coast Hurlburt Siblings
Six of the Eight Hurlburt siblings live in New England. Peggy (79), Helen (88), Millie (93), Peter (80), Agnes (96) and Muriel (89) are models of long-lived, healthful vigor which makes them perfect candidates for the Long Life Family Study. As Agnes points out, "none of us have canes."
The West Coast Hurlburt Siblings
Walter, 84 and James, 91, live in California and are often the lucky recipients of Anges' baked scones. Walter, now an avid painter recalls eating fresh caught fish from the river near his home growing up. James, also a painter, recently found a girlfriend; his children are tickled by that.

Leonard McCracken, 106
A survivor of the 1918 flu pandemic, McCracken attributes his longevity to eating oats.

Otis Clark, 106
Otis Clark was born in Oklahoma before it became a state. Now living in Seattle, he still preaches every
Irving Kahn, 104 and Helen Reichert, 108
This brother and sister keep busy and up to date in New York City; Kahn goes to his financial-services office daily, and Reichert enjoys movies. A recent favorite: *Iron Man*.

Onie Ponder, 111
Believed to be the oldest person at the polls in 2008, Onie Ponder cast her vote for Obama.
Lena Koblenz, 99
An avid reader, Koblenz especially likes history and whodunits.

Rosa McGee, 106
Rosa McGee dreamed of traveling the world as a missionary. Today, living in Chicago she still reads the Bible every day.
Your Kids Could Reach 100

A baby born in the U.S. today can realistically look forward to living to 100, scientists say, despite official life expectancies in the developed world in the high 70s to low 80s.

Confused? It's all in the language. The life-expectancy stat that's so commonly used is not, in fact, meant to reflect our expectations for the future. We can't know what medical breakthrough may come along to extend our lives or what plague may shorten them. Life-expectancy figures instead describe how long we'd live, hypothetically, if today's death rates never changed.

But Danish scientist Kaare Christensen and his colleagues have calculated a different kind of projection, one that assumes longevity improvements will continue at their current pace. In that model, more than half the children in the developed world will be around for their 100th birthday. Now may be a good time to invest in candles.

Be Careful What You Wish For
You never get over the moment you realize that you're definitely going to die. You're usually a small child when the insight hits, and you usually have a vague idea of what death is, but the first-person epiphany — the "Wait, that's going to happen to me?" experience — changes everything. Your sense of time and its fleeting passage can never go back to what it was before you discovered that you too are on the clock.

It's no wonder we spend our whole lives after that trying to add as many rollover minutes as we can, and in the developed world, at least, we've done a pretty good job of it. In 1900, U.S. life expectancy was just 47.3 years. Now — thanks to better medicine, cleaner food and a whole host of health and safety regulations — it's up to 78.1. That's not the best in the world — other healthy, wealthy countries like Japan and Iceland crack the 80-year mark — but it's not bad.

Suppose, however, we could do even better. Suppose we could suddenly add another five or 10 or 20 years to American life expectancy. That would be a good thing, right? Maybe — or maybe not. We'd all like the extra time, but could our economy handle it? Our environment? What about our food and water supply? What about the millions of extreme oldsters themselves, not to mention their families? For every George H.W. Bush, who goes parachuting at 85, or George Burns, who performed his stand-up act at 95, there are many more sickly, bedridden nonagenarians who draw no joy from their added time, piling up medical bills and misery but not much more. Would extra years of life for all mean extra years of decay for most?

We can't know the answer for sure, but science loves to run experiments, particularly thought experiments — intellectual exercises that require nothing but imagination, computer models and a lot of statistics. One of the best tools around for life-expectancy studies is a handy algorithm called the Future Elderly Model (FEM), developed by researchers at the nonprofit Rand Corp. As its name suggests, the FEM starts with today's not-yet-old population, then manipulates variables such as health, income, employment status and more to predict how they'll fare in their senior years.

For TIME, Rand conducted one such FEM simulation. "We imagined that a pill emerged in 2012 that could increase life expectancy for every 50-plus American by 10 years," says Dana Goldman, a former Rand director and the current director of the Schaeffer Center for Health Policy at USC. "Then we ran the numbers to see what would happen."

The data going in suggested that the results would be dramatic. The U.S. is now home to 39 million people over 65, or nearly 13% of the population. That's a big patch of gray, and it's getting bigger fast. In 2011, the leading edge of the 76-million-strong baby-boom generation — born from 1946 to '64 — will cross the line to 65, and they'll keep coming until 2029. Already the government spends $600 billion per year in Social Security payments for people 51 or older, and a staggering $1.3 trillion when you include Medicare, Medicaid and disability benefits.

According to the FEM model, the very year the imaginary long-life pill appeared, the over-65 population would jump 7% more than it otherwise would have, reaching 44 million. In 2014, it would be up 13%, to 49 million. By 2030, after the last boomer arrived in the senior set, the aged population would have swelled by almost a third more than it would have without the pill, hitting 85 million. The growth rate would not be quite as dizzying after that, but by 2080, the final year of the simulation, there would be 151 million
65-plussers in the U.S., or more than 43 million extra people, all of them old. That difference is nearly equivalent to the entire population of Spain.

Not surprisingly, this gray boom wouldn't come cheap. If life expectancy increases 10 years in 2012 and later, by 2028, annual Medicare expenditures alone would more than double relative to current levels, reaching $1 trillion. They'd double again to $2 trillion by 2050 and top out at $3 trillion in 2080. Total expenditures — including Social Security and disability — would be $10 trillion by that final year. In the real world, of course, life expectancy doesn't increase in the sudden way it does in FEM models, but it can increase fast — as America's addition of almost 30 years in a single century shows. We may not have to deal with the sticker shock of the FEM experiment, but the financial burdens on societies will inevitably grow as people live longer.

What drives up the medical portion of the costs so fast is that the mere ability to hang around till you're nearly 90 doesn't mean you're hanging around healthily. A study by the nonprofit Commonwealth Fund found that up to 20% of people entering Medicare are already suffering from five or more chronic conditions, such as hypertension or high cholesterol. Most of those ills are treatable, but not always inexpensively, and every extra year of life is another ring of the cash register. What's more, routine ills have a nasty way of turning into not-so-routine ones. "If people are getting older but still developing conditions at the rates we get them now," Goldman says, "you'd have half the elderly population suffering from heart disease."

Even when people do age healthily, that doesn't necessarily mean they're saving money. A 2005 Rand study looked at four common risk factors for health — hypertension, obesity, diabetes and smoking — and tried to determine what the cost effect would be if the conditions were partly or entirely eliminated among the elderly. The results were mixed. Eradicating hypertension would save Medicare a total of $890 billion in the 2005-to-'30 period. Cutting obesity 50% would save $1.2 trillion. Completely controlling diabetes, however, would actually increase spending by $246 billion. Eliminating smoking would boost costs by $293 billion. Why? Because diabetes and smoking cut off more years of life than hypertension or obesity. When you restore those years, seniors stay around long enough to make other claims on Medicare — and those claims may exceed the money saved by eliminating the original problems.

"We call these 'first-order effects,'" says Mark Mazur, a U.S. Treasury tax-policy expert. "People have a longer time in retirement, so they're making greater claims on both Medicare and Social Security."

But wouldn't a nation of people who lived longer also work longer and thereby offset some costs by continuing to pay into the national tax kitty? Not necessarily. As it turns out, most people would choose to — or be forced to — punch out at normal retirement age anyway. According to the newer Rand analysis, an extra 10 years of life — assuming no change to Social Security or Medicare — would boost the Federal Government's income-tax haul just 3% by the mid-2030s and a mere 6% by 2080. "You could tell yourself a story that people would be productive longer," says Mazur. "The question is what kind of work would be available."

A different and often voiced concern is that those seniors who did continue to work would clog up the labor market, hanging on to jobs and denying them to younger people — a particular danger in a static or contracting economy. But Mazur believes that worry is overstated, in part because old people and young
people rarely seek the same positions — though with manufacturing jobs being replaced by service jobs, the difference in physical abilities between the two groups is less important. Still, a likelier consequence of more seniors in the labor force would simply be that careers would play out more slowly, with what is now a 30-year climb up the company ladder perhaps taking 40 years. Younger workers themselves might ease the pressure by spending the early parts of their careers doing lower-paying, service-oriented jobs — say, for Teach for America or the Peace Corps — if they are given some incentive to do so.

Even if a 65-plus population explosion didn’t make a mess of the job market, it could certainly help make a mess of the planet. The U.S. trash and carbon footprints are already huge, with every one of us throwing away roughly 1,679 lb. (760 kg) of garbage per year and generating 20 tons of atmospheric carbon. Now imagine adding 43 million more of us.

Older Americans do go a little easier on greenhouse gases than others, simply because they drive less — about 60% as much as middle-agers. But transportation in all forms accounts for only 29% of greenhouse emissions. Another 17% comes from heating, cooling and powering homes, a contribution we all make.

Garbage is also a scourge that knows no age. The exact things you throw away may change over the course of your life — more electronic trash like old computers or cell phones when you’re younger, more grocery and pharmaceutical waste when you’re older — but that’s not the relevant concern. "The question is not so much what the mix is," says Elgie Holstein, a land, water and wildlife expert for the Environmental Defense Fund (EDF). "It's what the total quantity is."

The nation’s demand for food will expand too, but that's probably not a worry. The American agricultural sector is the most efficient in the world, producing 3,800 calories per American per day, even though a healthy diet requires no more than 2,500. "We are already a major exporter of food," says Holstein. "We would not have to dramatically increase our food production."

Water is a different matter. Americans consume an average of 160 gal. (600 L) of water per person per day — at a moment when the overall supply of fresh water is dwindling because of a growing population and increasing droughts. The Colorado River, for example, is already being pushed beyond its capacity, required to serve 27 million people in seven southwestern states. By 2021 it will no longer be up to the job. Similar if not always equally dramatic challenges confront nearly every region of the country. "There are some parts of the U.S. that can handle only so many people," says EDF water specialist Spreck Rosekrans. "But there are still things we could do to stretch the water supply and support a larger population."

There are solutions — at least theoretical ones — to nearly all of the problems increased longevity would bring. For water, the answer is a mix of conservation and incentives to upgrade irrigation and industrial water systems, as well as better regulation of water markets so that wet regions can more readily sell their surplus to dry ones. The trash problem can be addressed by reducing packaging and boosting recycling; greenhouse gases can be slashed by switching to renewable energy and pricing carbon to make new technologies more attractive. Even the medical expenses associated with long life can be reduced by a combination of methods such as better preventive care and doing away with the
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fee-for-service model in favor of bundled payments for entire procedures. Medicare pilot programs for several such initiatives are already included in the health care legislation now before Congress.

And yet no matter what policymakers do to accommodate a bigger, older population, the hardest and most important work will still have to be done by the people who know the seniors best — their families. According to the U.S. Census Bureau, from 2000 to ‘07 the number of aging parents who have moved in with their adult children — so-called boomerang seniors — jumped from 1.4 million to 2.1 million, or 50%. That's still less than 1% of the population, but the trend is unmistakable, and a punishing economy combined with greater longevity means it's not likely to change soon. The emotional and fiscal stress this places on heads of households who often haven't even finished rearing their own kids can be enormous.

More important for the superannuated seniors themselves is whether they'll have the wherewithal to enjoy their extra years, no matter where they're living them. The ancient Greeks told the cautionary tale of Eos, the goddess who fell in love with the mortal Tithonus. Eos asked Zeus to give her lover the same eternal life she enjoyed, but she forgot to ask for eternal health for him too. Tithonus eventually aged, sickened and withered — but could never die. It's not for nothing that doctors urge us to eat well, get sufficient exercise and stay intellectually active as we age. None of those things guarantees us longevity, but they do help ensure that if we're lucky enough to get extra years, we'll be well enough not to waste them.

Eat Less, Live Longer?

Restricting calories extends animal life, so doctors want to know if going hungry would help us too. James Wojcik for TIME

John Apollos is losing weight the old-fashioned way — by eating less. A whole lot less. As a volunteer in the two-year Comprehensive Assessment of Long-Term Effects of Reducing Intake of Energy (CALERIE) study at Tufts University in Boston, Apollos has lowered his daily caloric intake 25% over the past eight months. The fat, not surprisingly, has melted away; the 52-year-old physical trainer has lost more than 25 lb. (11 kg) since the study began and is down to his high school weight.
But that's not the real reason Apollos and the other participants in the program are eating only three-quarters of what they used to. The researchers running the multicenter CALERIE study are trying to determine whether restricting food intake can slow the aging process and extend our life span. "I feel better and lighter and healthier," says Apollos. "But if it could help you live longer, that would be pretty amazing."

The idea is counterintuitive: If we eat to live, how can starving ourselves add years to our lives? Yet decades of calorie-restriction studies involving organisms ranging from microscopic yeast to rats have shown just that, extending the life spans of the semistarved as much as 50%. Last July a long-term study led by researchers at the University of Wisconsin nudged the implications of this a bit closer to our species, finding that calorie restriction seemed to extend the lives of humanlike rhesus monkeys as well. The hungry primates fell victim to diabetes, heart and brain disease and cancer much less frequently than their well-fed counterparts did.

But there may be more than just the absence of disease operating here. Anytime you go on a diet, after all, you stand a good chance of lowering your blood pressure, cholesterol level and risk of diabetes and other health woes. All that can translate into extra years. With calorie restriction — usually defined as a diet with 25% to 30% fewer calories than normal but still containing essential nutrients — something else appears to be at work to extend longevity.

Finding out what that something is — and determining if it works in people — is what CALERIE is all about. By putting people on a carefully reduced diet for two years, investigators hope to home in on the biological mechanism that links eating less to living longer. They will also explore whether such a strict diet is even feasible in the overweight U.S. "We want to see if the same metabolic adaptations occurring in calorie-restricted rats and monkeys occur in humans," says Dr. Luigi Fontana, a researcher at Washington University in St. Louis, Mo., who is helping lead the CALERIE study. "But we also want to know if people will really stick with this."

Scientists have suspected that calorie restriction could extend the life span of animals since at least 1935, when researchers at Cornell University noticed that severely food-restricted lab rats lived twice as long as normal ones and were healthier. Other investigators began exploring the idea and learned that the secret is not merely a matter of body weight: lab mice that ate normally but became skinny by exercising a lot showed no longevity improvements. Only the ones that didn't get many calories to begin with benefited.

One theory is that a state of slight hunger acts as a mild but constant stressor that makes an organism stronger and more resistant to the ills of aging. (The effect could be an evolutionary adaptation, increasing the odds that animals would survive periods of scarcity.) Taking in fewer calories also slows metabolism, and some data indicate that humans with a slower metabolism live longer. But even if these theories are correct, simply defining the mechanism is not the same as identifying the molecular pathways behind it. If researchers could determine those pathways, they might be able to pharmacologically mimic the effect of calorie restriction. That could be the ultimate benefit of the CALERIE study. "Calorie restriction is pretty much the only thing out there that we know will not just prevent disease but also extend maximal life span," says Dr. Marc Hellerstein, a nutritionist at the University of California, Berkeley, who studies the biological effects of fasting.
Volunteers for the CALERIE study — all of whom must start at a reasonably healthy body weight — first determine their resting metabolic rate, or the number of calories they tend to burn in a day. That figure is then reduced 25%. (In animal studies, the sharper the calorie cut, the greater the impact on aging, but 25% was chosen as a level that could be effective but still realistically achievable in humans.) For the first month, the subjects get precooked meals that provide them with all the calories and nutrients they need and no more. After that, they design their own menu, though they receive frequent checkups.

The meals that the participants eat aren't unusual. Apollos, whose new daily limit is 2,408 calories — as an active trainer, his limit is unusually high — had room for a couple of pieces of fudge to go with his grilled-chicken salad at a recent lunch. Instead of reducing the portion size, people tend to switch to low-calorie, high-satiety diets — lots of fruits, vegetables and fiber — that help quell hunger. "It's a lot of normal food," says Rachel Murray, another CALERIE volunteer. "You just have to plan what you're eating."

The dieters lose weight almost immediately, usually reducing their body mass about 15% in the first year before plateauing. And they reap the expected health benefits: cholesterol and blood pressure drop precipitously. What intrigues CALERIE researchers, though, is the possibility of less expected benefits — for example, any reduction in the protein IGF-1 (which helps regulate aging) similar to that found in studies of calorie-restricted animals. "We'll be able to see whether calorie-restricted humans undergo the same adaptation," says Dr. John Holloszy, a professor of medicine at Washington University and a lead researcher on the CALERIE study.

Even if it turns out that calorie restriction can slow the human aging process, there's ample reason to doubt that severe dieting will ever be a realistic option for most people. In contemporary America, where calories are cheap and plentiful, cutting back 25% means almost constantly saying no. Alcohol is largely out, and dining with friends who aren't denying themselves would become a chore. There are some side effects as well: it's harder to maintain a very active lifestyle on a restricted diet, and libido often ebbs. Given the risk of eating disorders, especially among teenage girls, responsible doctors would be wary of recommending so obsessive a regimen. Even members of the Calorie Restriction Society, a group formed in the mid-1990s by people interested in the benefits of semistarvation, doubt their diet will work for many people. "A lot of people think this is crazy," says Brian Delaney, the society's co-founder, who believes that calorie restriction is probably unsuitable for the broader population. "I wouldn't want to advocate it."

Still, studying calorie restriction should shed valuable light on the biology of aging, and anything we understand better we have at least a shot at controlling better. As for Apollos, who has 16 months to go on the CALERIE study, he has grown fond of abstention and says he wants to continue the diet even after the experiment is over. His improved health is, by itself, a form of renewed youth. But getting some extra years would be an even better one.
A Global Look at Longevity

Japan

*Life expectancy at birth: 82.1*

Women outlive men in most of the world; Japanese women are among the longest-lived of all. Healthy diet and favorable genetics are keys.

Italy

*Life expectancy at birth: 80.2*

A heart-healthy Mediterranean diet may factor in to Italian life expectancy. The island of Sardinia is home to some of the world's oldest people.
United States

Life expectancy at birth: 78.1

Over the course of a century, antibiotics, better sanitation and other advances have added three decades to the average American's life.

Brazil

Life expectancy at birth: 72.0

Since 1990, Brazil's under-5 child-mortality rate has dropped 65%, and life expectancy has climbed six years.
Russia

*Life expectancy at birth: 66.0*

It trails other European countries in life expectancy, partly because of high rates of alcohol consumption and tobacco use.

Haiti

*Life expectancy at birth: 60.8*

In Haiti, 25% of newborns have a low birth weight, affecting the survival of infants and thus the population's life expectancy.
Sierra Leone

*Life expectancy at birth: 55.3*

Sierra Leone is plagued by both the world's highest maternal mortality and under-5 child mortality rates.

Swaziland

*Life expectancy at birth: 47.9*

The African nation has the world's highest rate of HIV, which affects one in four adults and causes the majority of deaths.
Zimbabwe

*Life expectancy at birth: 45.8*

In a rare occurrence, men outlive women, who make up most AIDS cases there.

Angola

*Life expectancy at birth: 38.2*

Half the nation lives without safe water; diarrheal diseases are the leading cause of death.
Living Long and Living Well

When explorer and longevity investigator Dan Buettner guided me into the Costa Rican rain forest last year in preparation for an Oprah show on longevity, each of the centenarians I met there greeted me with the customary "Pura vida" — variously translated as "Pure life," "Full of life" or even "This is living!" Those are all fair ways of describing these remarkably vibrant people, who are indeed living the pure life. We'd all do well to learn their secrets.

While we're certainly born with genes that help determine everything from our height to our eye color to our risk of heart disease, we're making a monumental mistake if we assume we can't influence those genes — especially when it comes to aging. Science is rapidly uncovering miraculous biological processes that control how and why we age the way we do, piling up evidence that even our unwanted genes can work in our favor — or at least do us less harm.

Indeed, there's no reason we can't live to 100 — and do so with energy and good health. Here's why: longevity is not really about preventing disease. After all, getting rid of heart disease and cancer gains us, on average, less than a decade of life. And if we lived those extra years still struggling with the frailty that can make a long life less desirable, what would we have gained? No, the real goal isn't to avoid inevitable illness or breakdown. The goal is to recover from them faster and better.

Identifying optimal solutions will require decades, in part because it takes 30 years of research to determine whether taking a pill for 20 years will add a decade of life. So here are some reasonable steps I've offered my own family, culled from what I've learned studying long-living populations around the world and cutting-edge scientific research.

Daily rigorous physical activity not only helps strengthen bones and the heart, but it also teaches balance, critical in preventing the falls that have become a leading cause of death as we age. For all the medical tests we have in our modern arsenal, the ability to exercise remains the single most powerful predictor of longevity. If you can't walk a quarter-mile in 5 minutes, your chance of dying within three years is 30% greater than that of faster walkers.

Humans are designed to be physically active throughout their lives, so don't take it easy on yourself. Shoot for at least three 30-minute workouts weekly — and break a sweat. You should also add a half
hour per week of weight lifting and another half hour of stretching. I complete a simple daily 7-minute morning routine that I recommend. You can find it at doctoroz.com.

Get 15 minutes of sun every day (or take 1,000 IU of vitamin D), and take 1,000 mg of calcium. Supplement the calcium with 500 mg of magnesium to avoid constipation. All of this will help promote bone strength as you exercise. Costa Ricans get these benefits naturally: they're exposed to lots of sun between bursts of rain, which keeps their vitamin D levels high, and they drink hard, mineral-rich water and eat a traditional diet with dairy and legumes that is rich in calcium.

In the U.S. we're not so lucky. Insufficient vitamin D is our most important vitamin deficiency and is possibly a factor in our high levels of cancer, autoimmune ailments and heart disease. If you live north of a line between Atlanta and Los Angeles, the winter sun is probably too weak to give you the dose of light you require, so you'll need supplements. And while hard water occurs naturally in some parts of the country, it's by no means found in all of them.

Choose foods that look the same when you eat them as when they come out of the ground. The powerful phytochemicals and micronutrients in whole foods (ones without food labels) support the natural rejuvenating processes of the body.

Obese people, in whom such processes become compromised, tend to die younger in part because of systemic inflammation that occurs as a result of their weight. That leads to elevated blood sugar, lousy LDL-cholesterol levels and high blood pressure. These damage the thin lining of our arteries. The fat also wreaks metabolic disarray that increases cancer rates and leads to joint pain that limits physical activity. Automate your meal choices to create routines that make it easy to eat the right foods. Snacking on healthy foods every few hours helps you avoid hunger and the associated overeating.

Sleep more than seven hours a day. Sleep increases your levels of growth hormone, a critical vitality booster. Half of mature Americans have difficulty sleeping, and all of them may pay a longevity penalty. Try some simple sleep hygiene like dimming the lights 15 minutes before bedtime to stimulate melatonin.

Finally, have a purpose — your family, your work, your community. There may be no better longevity booster than simply wanting to be here. You have one life; it makes sense to love living it.

*Mehmet Oz is the vice chairman and a professor of surgery at Columbia University, a best-selling author and the host of the nationally syndicated television talk show The Dr. Oz Show*
It’s crucial to get a soldier treatment within an hour after injury. Jessie Russell, left—a pilot like her father, who flew during the Vietnam War—works to get troops to operating theaters as quickly as possible.

As the war in Afghanistan enters its 10th year, many of the troops there have already been on two or three combat tours. Few service members have witnessed the toll of war more than members of the military’s medical-evacuation units. The medevacs have been in situations in which they have saved lives by getting the injured to a forward operating hospital, and they have been in many situations in which they watched their fellow troops die.

In 2007, I spent about five days with the medevacs operating out of Kandahar airfield in southern Afghanistan. There I met Chief Warrant Officer 2 Jessie Russell, a female pilot flying Black Hawks to pick up the injured. I love meeting strong, smart women doing unconventional jobs. Last April, when I was in Kandahar on another embed, I bumped into her in the cafeteria, and the encounter sparked my interest in following the medevacs once again. A few months later, I got my shot.

The medevacs are confined to an area very close to the helicopters, and the troops cannot stray too far from there in case there is a call. There are two teams on duty at once, "first up" and "second up," and if there is a mass casualty, they both have to fly. There is also a team on a chase helicopter, which provides cover for the medevacs in case they are fired on. Members of the first-up team are on for 24 hours and take any call that comes in during that spell. They basically sit around and wait for calls, but in that time, they cannot shower or go to the cafeteria; they have to be ready to run to the chopper on a moment’s notice.

They all feel very strongly that their role is fundamental to saving their guys in theater, and I think it really pains them when they lose someone. These images are a testament to their resolve and determination under the most challenging circumstances imaginable.
Afghanistan: The Rescue Brigade

Rapid Rescue
Chief Warrant Officer, Jesse Russell, flies a Black Hawk helicopter as part of a medical-evacuation unit based in Helmand province in Afghanistan.

Well-oiled
Rigorous maintenance insures that Russell's helicopter is ready for lift off in a moment’s notice.
Brief Respite

There are always two medevac teams on duty, "first up" and "second up." Members of the first-up team are on duty for 24 hours and must be ready to leave on a moment's notice. Russell takes a nap while on call.

Call of Duty

United States Army medevacs with the 82nd Airborne pick up injured Americans in the Helmand Province and bring them to a level II hospital at the forward operating base run by the Marines and the Navy.
A soldier is treated by Sgt. Michael Patangan after he was hit by an improvised explosive device (IED) while conducting a patrol in Helmand Province. The soldier recovered from the incident but died in a separate attack in Afghanistan in early February.

Sgt. Owen Manygoats, center, and Coreman Gabriel Kruczyn, right are treated by Sgt. Michael Patangan shortly after an IED exploded within feet of them while they were on patrol in Helmand Province.
Public Relations

United States Army medevacs pick up an Afghan girl and her male relative after she was injured when her hand was got caught in a tractor.

The Long Wait

A medical team awaits an injured soldier being brought in by the Army medevacs.
Race for Life
Navy doctors try to save the life of a soldier after he was injured while performing combat operations in Helmand Province.

Tension
Doctors tried to resuscitate him for 29 minutes.
Battle Lost

Despite their best efforts, the medical team was not able to save him.

Honor

An American flag is used to drape the fallen soldier's body.
Remembrance

Soldiers offer a moment of silence for their fallen comrade.

Pallbearers

The fallen soldier's body is prepared for transport back to America for burial.
What's Behind America's Falling Crime Rate

By David Von Drehle Monday, Feb. 22, 2010

New York City police officers
Michael Nagle / Getty

Health care, climate change, terrorism — is it even possible to solve big problems? The mood in Washington is not very hopeful these days. But take a look at what has happened to one of the biggest, toughest problems facing the country 20 years ago: violent crime. For years, Americans ranked crime at or near the top of their list of urgent issues. Every politician, from alderman to President, was expected to have a crime-fighting agenda, yet many experts despaired of solutions. By 1991, the murder rate in the U.S. reached a near record 9.8 per 100,000 people. Meanwhile, criminologists began to theorize that a looming generation of so-called superpredators would soon make things even worse.

Then, a breakthrough. Crime rates started falling. Apart from a few bumps and plateaus, they continued to drop through boom times and recessions, through peace and war, under Democrats and Republicans. Last year's murder rate may be the lowest since the mid-1960s, according to preliminary statistics released by the Department of Justice. The human dimension of this turnaround is extraordinary: had the rate remained unchanged, an additional 170,000 Americans would have been murdered in the years since 1992. That's more U.S. lives than were lost in combat in World War I, Korea, Vietnam and Iraq — combined. In a single year, 2008, lower crime rates meant 40,000 fewer rapes, 380,000 fewer robberies,
half a million fewer aggravated assaults and 1.6 million fewer burglaries than we would have seen if rates had remained at peak levels.

There's a catch, though. No one can convincingly explain exactly how the crime problem was solved. Police chiefs around the country credit improved police work. Demographers cite changing demographics of an aging population. Some theorists point to the evolution of the drug trade at both the wholesale and retail levels, while for veterans of the Clinton Administration, the preferred explanation is their initiative to hire more cops. Renegade economist Steven Levitt has speculated that legalized abortion caused the drop in crime. (Fewer unwanted babies in the 1970s and '80s grew up to be thugs in the 1990s and beyond.)

The truth probably lies in a mix of these factors, plus one more: the steep rise in the number of Americans in prison. As local, state and federal governments face an era of diminished resources, they will need a better understanding of how and why crime rates tumbled. A sour economy need not mean a return to lawless streets, but continued success in fighting crime will require more brains, especially in those neighborhoods where violence is still rampant and public safety is a tattered dream.

The Lockup Factor
In his book Why Crime Rates Fell, Tufts University sociologist John Conklin concluded that up to half of the improvement was due to a single factor: more people in prison. The U.S. prison population grew by more than half a million during the 1990s and continued to grow, although more slowly, in the next decade. Go back half a century: as sentencing became more lenient in the 1960s and '70s, the crime rate started to rise. When lawmakers responded to the crime wave by building prisons and mandating tough sentences, the number of prisoners increased and the number of crimes fell.

Common sense, you might think. But this is not a popular conclusion among criminologists, according to Conklin. "There is a tendency, perhaps for ideological reasons, not to want to see the connection," he says. Incarceration is to crime what amputation is to gangrene — it can work, but a humane physician would rather find a way to prevent wounds and cure infections before the saw is necessary. Prison is expensive, demoralizing and deadening. "Increased sentencing in some communities has removed entire generations of young men" from some minority communities, says San Francisco police chief George Gascon. "Has that been a factor in lowering crime? I think it probably has. I think it also probably has had a detrimental effect on those communities."

Prisoners leave saddened parents, abandoned mates, fatherless children. Of course, in many cases, those families are better off with their violent relatives behind bars. But a court system that clobbers first-time offenders with mandatory sentences — sometimes for nonviolent crimes — will inevitably lock up thousands of not-so-bad guys alongside the hardened criminals. Not everyone agrees on the definition of a nonviolent criminal, but studies have estimated that as many as one-third of all U.S. prison inmates are in that category, most of them locked up on drug charges.

R. Dwayne Betts may be one of those not-so-bad guys, sentenced to nine years in an adult prison on a first offense at age 16. It's hard to know if a less severe punishment would have worked. Betts hijacked a stranger's car at gunpoint, which is a dangerous and depraved thing to do. But he also showed signs of promise, having earned his high school diploma a year ahead of schedule. Betts gradually learned to
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navigate the violence and boredom of prison and emerged in 2006 ready to launch a respectable life, enrolling in college, getting married and writing a book called *A Question of Freedom*. He looks on those prison years as a costly void, "a waste of society's time and money in the sense that I didn't get any rehabilitation or any educational opportunities." Most inmates, Betts continues, can't do what he has done; they don't have the tools. "I was fortunate in that I knew how to read, I liked books, was pretty intelligent, and I knew I had no intention of being locked up for the rest of my life."

With government budgets hammered red by the Great Recession, the high cost and human toll of the lock-'em-up strategy has made it hard to sustain. California lawmakers decided last month to cut the number of state prisoners by 6,500 in the coming year. Other states are already at work, on a smaller scale. In 2008, the most recent year for which data are available, 20 states reduced their prisoner counts by a total of nearly 10,000 inmates. As a result, according to the Justice Department, the number of state and federal prisoners grew by less than 1% nationwide — the smallest increase in nearly a decade. (The number of blacks behind bars is, in fact, falling as the rate of incarceration among African Americans has dropped nearly 10% from its peak.)

The Data-Processing Factor

In interviews with police chiefs across the country, TIME heard the same story again and again. It is the saga of a revolution in law enforcement, a new way of battling the bad guys, and it begins, at least in some tellings, with a colorful New York City transit cop named Jack Maple. He worked the subways back when the city was averaging four, five, almost six murders a day, and even though the experts informed him that crime was inseparable from such "root causes" as poverty and despair, Maple developed a theory that the key cause was criminals. If police collected and analyzed enough data, they could figure out where the criminals liked to operate and when they tended to be there. Voilà: go there and arrest them, and crime would go down.

Maple sold his boss, William Bratton, on the idea of data-driven policing, and when Bratton was promoted to police commissioner under New York City Mayor Rudolph Giuliani in 1994, his ideas went citywide. They evolved into CompStat, a real-time database of crime statistics and other intelligence useful for pinpointing trouble spots and targeting resources. CompStat put precinct captains and district commanders in the hot seat, and results followed. Crime plummeted. The city of fear became one of the safest major cities in America, and Commissioner Bratton landed on the cover of TIME.

A new survey of retired New York City police supervisors, however, confirms what many skeptics have suspected for years. Pressure from the twice-weekly CompStat reviews inspired a certain amount of fudging (exactly how much is unknown). Police hunted for bargains on eBay so that they could adjust theft reports to reflect lower values of stolen goods, magically transforming major crimes into minor ones. A fight involving a weapon — aggravated assault — might become a mere fistfight by the time the police report was filed. Nevertheless, behind the gamesmanship was a genuine drop in crime. (Murder is down an astonishing 80% from its peak in New York City, and it's very hard to fudge a murder.) Similar declines have been recorded in many other cities.

Versions of CompStat now shape police work in metropolitan areas from coast to coast. In the Maryland suburbs of Washington, for example, Prince George's County chief Roberto Hylton sings the praises of "a technology that we call Active Crime Reporting, which provides information every 15 minutes, so I can
see, even from a laptop away from work, the whole crime picture of the county. I can shift resources. It actually provides me with the trends, patterns that have occurred the previous week, previous day, maybe even the previous year." Paired with a program to improve trust and communication between police and crime-plagued communities, the data-driven approach is working, Hylton says.

The New Economy of Crime

Criminologists will tell you, however, that the tale of CompStat is not the whole story. New York City's crime rate actually began to drop a couple of years before Giuliani became mayor. And rates began falling in cities without CompStat at about the same time — though not as rapidly as in New York. For while police were changing tactics, the criminals were shifting gears too.

The high-crime hell of the 1980s and early '90s was a period of chaos in the illegal drug trade. Powder cocaine was generally measured and sold in multiple-dose amounts behind locked doors, but crack was relatively cheap and highly portable. Upstart young dealers saw an opening and shouldered their way into a business long dominated by established kingpins. Trading valuable drugs for ready cash in plain sight was a recipe for robbery and intimidation. Dealers armed themselves for protection, and soon every teenage squabble in crack territory carried a risk that bullets would fly.

From that low point, the drug business has settled down in most cities. Distribution is better organized. Crack use has fallen by perhaps 20%, according to UCLA criminal-justice expert Mark Kleiman, as younger users have turned against a drug that had devastated their neighborhoods. Opiates and marijuana are illegal, just like cocaine, but they don't turn users into paranoid, agitated, would-be supermen. "A heroin corner is a happy corner" where junkies quietly nod off, says David Simon, creator of the TV series The Wire, who used to cover cops for the Baltimore Sun.

Criminologist Conklin believes that two statistics in particular — median age and the unemployment rate — help explain the ebb and flow of crime. Violence is typically a young man's vice; it has been said that the most effective crime-fighting tool is a 30th birthday. The arrival of teenage baby boomers in the 1960s coincided with a rise in crime, and rates have declined as America has grown older. The median age in 1990, near the peak of the crime wave, was 32, according to Conklin. A decade later, it was over 35. Today, it is 36-plus. (It is also true that today's young men are less prone to crime. The juvenile crime rate in 2007, the most recent available, was the lowest in at least a generation.)

"The effect of unemployment," Conklin adds, "is problematic." Indeed it is. Heather Mac Donald of the Manhattan Institute dissected this issue in a recent Wall Street Journal op-ed. "As the economy started shedding jobs in 2008," she wrote, "criminologists and pundits predicted that crime would shoot up, since poverty, as the 'root causes' theory holds, begets criminals. Instead, the opposite happened. Over 7 million lost jobs later, crime has plummeted to its lowest level since the early 1960s." To Mac Donald, this is proof that data-driven police work and tougher sentencing are the answer to crime — not social-welfare programs. Conklin thinks it may be too soon to tell. "The unemployment rate began to spike less than a year ago. We may yet see the pressure show up in crime rates," he says. It's fair to say, though, that the belief in a simple cause-and-effect relationship between income and crime has worn pretty thin.

The danger of chronic joblessness is that jobs are a part of the social fabric. Ideally, they connect people to constructive projects and well-ordered institutions. They foster self-discipline and reward responsibility.
Some optimists theorize that crime rates might continue to drop in coming years as police pit their strength against a dwindling army of criminals. In his recent book, *When Brute Force Fails*, UCLA’s Kleiman argues that new strategies for targeting repeat offenders — including reforms to make probation an effective sanction rather than a feckless joke — could cut crime and reduce prison populations simultaneously. Safer communities, in turn, might produce more hopeful and well-disciplined kids. It’s a sweet image to contemplate in this sour era, but a lack of jobs is a cloud over the picture.

A more realistic view might be the one dramatized in Simon's HBO series, *The Wire*. In 60 episodes spread across five seasons from 2002 to 2008, the program humanized this tangled question of crime fighting with penetrating sophistication. CompStat-obsessed politicians fostered numbers-fudging in the ranks. Cool-headed drug lords struggled to tame their war-torn industry. Gangs battled for turf under the nodding gaze of needy junkies. Prisons warehoused the violent and nonviolent with little regard for who could be rehabilitated. It made for award-winning drama, but it also was a reminder that in every American city, neighborhoods remain where violence still reigns and it simply isn’t safe to walk around. And national crime statistics mean nothing to the millions of people who live there.

In those places, the crime problem isn’t solved; the fight is scarcely begun. To the many factors that have combined to cool the nation’s violent fever, more must be added — more creativity, more pragmatism, more honest concern for the victims of inner-city crime. It’s a daunting prospect. The will to keep working on the most persistent pockets of lawlessness will be severely tested in this era of unbalanced budgets. You might be tempted to say it’s hopeless. But that’s what people were saying 20 years ago, just before progress broke through.

— With reporting by Sam Jewler / Washington
"How's that hopey-changey stuff workin' out for ya?" Sarah Palin asked the anti-élitist Tea Party élites — those who could pay $549 for a ticket — gathered in suffocating self-righteousness at the Opryland Hotel on the first weekend of February. It was classic Palin, a brilliant line, brilliantly delivered: she does folksy far better than George W. Bush or any of the other Republican focus-group populists ever did. It was the signature line of her speech, which rocked the joint — and then, slowly, began to rock the national political community. The speech was inspired drivel, a series of distortions and oversimplifications, totally bereft of nourishing policy proposals — the sort of thing calculated, carefully calculated, to drive mainstream media types like me frothing to their keyboards. Palin is a big fat target, eminently available for derision. But I will not deride. Because brilliance must be respected, especially when it involves marketing in an era when image almost always passes for substance.

I have a theory about Bill Clinton: his philandering worked in his favor politically, especially with a demographic chunk that usually shies away from liberalism: American working guys. It made him more
accessible. Here was a fellow who got it on with faded lounge singers and then celebrated with a Double
Quarter Pounder and fries at the local McDonald's. If that ain't pickup-truck nirvana, what is? Democrats
haven't produced many such men of the people; they produce law-professor presidents, a theme Palin
launched in Nashville that we will be hearing a lot more frequently in the future.

Palin hits the same mystic chords as Clinton. A woman who goes to war against the 19-year-old boy who
knocked up her daughter and then posed for Playgirl is far more comprehensible to most Americans than
deficit spending is. In her Fox interview with Chris Wallace the day after her Nashville speech, Palin said
she'd been focusing more on "current events" since she quit as governor of Alaska. She quickly
corrected herself and said "national issues," but she probably shouldn't have: current events is American
for "policy." It is the high school term of art for the hour each week when students are forced to study the
state of the world. Palin's great strength is that the vernacular, rather than focus-group language, is her
default position. At the end of the interview, Wallace asked what role she wanted to play in the country's
future. "Well, first and foremost, I want to be a good mom," she replied. And then, in closing, Wallace
asked, "Can I get a 'You betcha' out of you?"

Are you kidding me? "Oh, you betcha," she said — and one might even argue that you betcha is
American for "Yes, we can." At least, in a certain sort of America: the land of simple truths, where nothing
Barack Obama does makes sense. I mean, why bail out the big banks when they're the ones that caused
all the troubles in the first place? And why spend more money when you're already running a deficit?
That's not what Americans do: they sit — inevitably — around the kitchen table and tighten their belts.
And what's all this about global warming? The White House is up to its Truman Balcony in snow. And
why not just whack the Iranians before they get the bomb? These questions were the essence of Palin's
Nashville speech and Fox interview. They are the essence of the tea party movement.

I suppose we need a paragraph here about why all this simplicity is extremely dangerous. Most
economists agree that if it hadn't been for the bank bailouts and the Obama stimulus package, the
country would have slid into a deep recession that might have prevented a lot of Tea Partiers from
buying their $549 tickets to ride. Then again, any sentence that begins with "Most economists" is a
license to snore in tea party nation. And Palin will, quite often, veer from simplicity to duplicity. She was
the inventor of the mythic, noxious "death panels." In Nashville, she retailed nonsense about stimulus
funds going to nonexistent districts. (A spokesman for Vice President Joe Biden, who is monitoring the
stimulus package, told me that all funds went to actual places — but recipients occasionally didn't write
down their correct congressional districts.) And her support for bombing Iran was, no doubt, the work of
her new Washington-insider neoconservative policy advisers, Randy Scheunemann and Michael
Goldfarb, who had John McCain singing from the same warmongering songbook in 2008.

So how's that hopey-changey stuff working out for you? The Obama presidency certainly hasn't ushered
in an era of comity and prosperity. In the end, though, Palin is offering the opposite of hope and change:
despair and stasis. The despair is histrionic and purposefully distorted; the stasis proved disastrous
during the Bush Administration. But is Sarah Palin the favorite to win the Republican presidential
nomination and therefore someone to be taken absolutely seriously? You betcha.
Era of No Consensus

By Richard Norton Smith Monday, Feb. 22, 2010

"It's a terrible thing to look over your shoulder when you are trying to lead, and find no one there."
—Franklin Roosevelt

A year ago, with the prospect of a second Great Depression terrifyingly real, many were quick to cast Barack Obama as another FDR. The prospect of a 21st century New Deal formed part of a larger narrative about the 2008 election. Fueled by anger over two unpopular wars, an economy in meltdown and simple Bush fatigue, voters weren't merely repudiating the status quo. In choosing Obama, they had transformed a center-right country into a center-left one.

Already a historic figure on account of his race, Obama would emulate FDR by raising first a nation's spirits and then its economic indexes. By restoring the tarnished luster of democratic capitalism, the new President would restore to government a credibility undermined by decades of official mendacity and incompetence. Long-term solutions would supplant the politics of avoidance.

Ironically, the fruits of victory can sometimes contain seeds of defeat. With health care reform currently hanging by a thread and panic spreading through the Democratic ranks, it feels less like 1933 than 1993 — when another charismatic, inexperienced President prematurely tested the ice of post-Reagan liberalism, only to find it wouldn't support his activist agenda. Like Bill Clinton before him, Obama has
been criticized for misreading his mandate, spending his political capital on health care reform at a time when millions fear for their jobs. It was as if FDR had devoted his first Hundred Days to promoting Social Security instead of a smorgasbord of emergency relief and recovery measures.

That is not the only difference between then and now. As President-elect, Obama extended to the outgoing Bush Administration a statesmanlike cooperation that was the exact opposite of Roosevelt's politically shrewd distancing of himself from his discredited predecessor, Herbert Hoover. Obama could have scored cheap political points by leaving such criminally mismanaged enterprises as AIG and GM to their fate. Of course, he might also have touched off an economic smashup. In pursuing what he believed to be the responsible course, Obama echoed George W. Bush's fourth-quarter abandonment of free-market gospel. For both men, survival trumped ideology. In the process, however, the candidate of change became the President of continuity, a politically perilous position he has since reinforced, along with U.S. ground forces in Afghanistan.

The most cerebral President since Woodrow Wilson, Obama has more in common with Atticus Finch than with Arianna Huffington. A persuader by instinct, he is trapped inside a political culture that has lost any instinct for persuasion. That he is the third consecutive President to polarize the electorate — the fourth in five if one looks beyond the posthumous regard accorded Ronald Reagan — reveals more about us than about him. It is no accident that the past three decades have seen the rise of sound-bite politics, of snarky bloggers and strident talk radio, not to mention cable "news" largely preoccupied with the trivial, the tactical and the tawdry. Factor in an ever more fragmented audience, and the bully pulpit of Teddy Roosevelt's imagination is in constant danger of being drowned out by a Twittering choir.

Gone is the watercooler nation that signed on to the Cold War consensus, sent men to the moon and embraced Ike's ambitious interstate highway system. "The occasion is piled high with difficulty," said Abraham Lincoln at a moment of supreme peril to American democracy, "and we must rise with the occasion." Notice: he said we must rise. But that requires, if nothing else, a sense of shared values. Few paid much attention last December as Southern Republicans in the Senate blocked a $14 billion federal rescue of GM and Chrysler. That lawmakers representing states with nonunion foreign-auto plants should blame organized labor for not slashing worker benefits to levels offered by Nissan hardly came as a shock.

The surprise was that no political price was exacted for such a stand: abandoning assembly-line workers whose requested lifeline was a fraction of what Congress forked over to the financial joyriders who touched off the crisis. Lost in the euphoria surrounding Obama's victory, here was a change of the seismic variety, though admittedly far removed from the new President's vision. Indeed, it suggested that a tipping point had been reached, foreshadowing the fierce resistance to health care reform in a nation where most people were already insured, and most of those seemed content with the status quo. Far from riding history's crest, Obama found himself shouting into the wind. A year into his presidency, two things stand out: the easy history has been made, and it's simpler to change our leaders than ourselves.

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Echoes of Greece's Debt Crisis

By JUSTIN FOX Monday, Feb. 22, 2010

In 1973, 100 Greek Drachmas would get you $3.33. By May 2000, that was down to 27¢. That's the way the currency crumbles in a smallish, less than rich nation beset by government budget deficits, inflation and a spotty record of economic policymaking. Convincing foreign investors to buy your debt is a struggle. Financial life is difficult in ways scarcely imagined by inhabitant of the lucky (and not large) club of nations with solid currencies.

In June 2000, though, Greece was lucky enough to join that club. By the skin of its teeth, it met the criteria for admission to Europe's new currency union. First, the drachma's value was fixed to that of hard-money countries such as Germany and the Netherlands, and its long decline against the dollar slowed. Then in 2002, the drachma exited the currency stage, giving way to the euro.

Greece suddenly found itself with a solid, reliable currency. Its government and businesses could borrow at lower interest rates than before. The country boomed, with real GDP growth topping 3.8% for eight straight years. (During the same 2000-07 run, U.S. GDP growth never hit 3.7%; Germany didn't make it past 3.2%) It seemed as though Greece had landed a one-way ticket to economic good times.
The reality was more complicated. Greece now had a solid currency—but it wasn’t Greece’s currency. The euro was managed by monetary wonks at the European Central Bank in Frankfurt for whom the Greek economy was but a blip. And the decision makers in Athens with responsibility for fiscal policy continued to blunder. The country kept running big deficits in the boom years. Then came the Great Recession. Last fall, a new government revealed that the 2009 budget deficit was much higher than previously disclosed—nearly 13% of GDP. Ever since, the world’s financial markets have been going through another of their periodic losses of faith in Greece. Only this time, it isn’t just Greece’s problem.

Three other nations on the fringe of the euro zone—Portugal, Ireland and Spain—are caught in the undertow of Greece’s crisis. All three have displayed better fiscal behavior than Greece, but they suffer from the same disconnect between their dire local economic conditions and the monetary policymakers in Frankfurt with other things on their minds. Meanwhile, a core euro-zone country, Italy, has also fallen out of favor with investors because of its high government debt. In a sure sign that these troubles are serious, market analysts have assigned them a catchy acronym: PIGS, for Portugal, Ireland, Greece and Spain (or PIIGS if you include Italy). In early February, the panic began to spread beyond their borders, with markets flailing in Europe and then around the world.

What is the endgame here? Greece has big debts relative to the size of its $357 billion economy (about 120% of GDP). It no longer has the option of eating into those debts by inflating its currency. In fact, it has no power to use monetary policy to ease its pain, as the Federal Reserve has been doing in a big way in the U.S. The only options for Greece are to 1) scrimp and save to convince creditors that it can keep paying them off, 2) convince its fellow euro-zone countries—or maybe the International Monetary Fund—to bail it out, 3) default on its debts or 4) pull out of the euro.

Option No. 1 is domestic political suicide, and it might not be smart economics either; slashing government spending and raising taxes during a downturn could worsen that downturn. Option No. 2 seems the best of the lot but has high international political hurdles to surmount. No. 3 would be a disaster for Greece and for the global financial system. As for No. 4, given that there are no procedures for leaving the euro, it might risk unraveling the entire project. In the euro’s prelaunch period, a few skeptics predicted that the mismatch between a single European currency and differing national economic conditions would eventually lead to tension and an ugly breakup. The euro, heretofore one of the great political and economic successes of the past decade, is now undergoing a stress test of that hypothesis.

But there is another, even simpler warning for the U.S. economy as we face our own deficit issues. “It’s only when the tide goes out that you learn who’s been swimming naked,” investor Warren Buffett has said. The U.S. has none of the currency difficulties of the PIGS. We do have a government deficit expected to hit 10.6% of GDP this year and a total federal debt that will cross 100% of GDP in 2012, according to White House projections. The rolling crisis of the past three years has been an embarrassing exercise in exposing the financially underclothed. It doesn’t appear to be over—and the U.S. isn’t what you would call well dressed.

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Extra Money
I am not one of those people who sit around rooting for product recalls. That's because those people don't exist. But I got excited when Toyota recalled the 2010 Prius. It's not that I dislike the Prius. My lovely wife Cassandra has one, and it is an excellent vehicle. Except for its need to constantly tell you how excellent it is. There's a screen in the center of the dashboard with an animation that shows how much energy the car is recycling as you drive it. If one of your employees were really efficient but throughout the day kept standing up in his cubicle and yelling, "I am really efficient!" you would fire him. Or punch him in the steering wheel. The car on Knight Rider wasn't as arrogant as the Prius. You know why Priuses don't make any noise? Because they'll only talk to other Priuses.

When we moved to Los Angeles five years ago, Cassandra bought her first car ever — a totally badass 2005 black Ford Mustang with silver stripes. She looked like Starsky, if Starsky were hot and a woman and drove really nervously. The only bad thing about the car was that she spent a lot of time talking to young Mexican men at traffic lights. But two years ago, she inexplicably decided that she didn't trust Ford and wanted to get rid of the car before something went wrong. So she bought a used Prius — which now has something wrong with it.

The problem is that I can't rub this in, because she won't acknowledge it. I forward her every article about the car's problems, but she keeps saying, "It's fine!" as if this were some kind of Salem witch trial for
liberals. Even though Toyota’s website says to immediately remove the driver’s-side floor mat because the accelerator can get stuck, she won’t do it. In a car we drive our baby in. This is a woman who won’t give our son nonorganic blueberries.

Admitting there’s a problem with her Prius would imply there’s something imperfect about her entire Whole Foods lifestyle. The Prius has made her feel so superior that, when I drive it, she tells me I’m driving it wrong. My primitive method of accelerating to speed up and braking to slow down does not maximize miles per gallon, as she can show me on an annoying bar graph on that center screen. Prius owners work very hard to get as many miles per gallon as they can to win a game they like to call Getting in an Accident While Staring at a Screen with a Dumb Graphic.

Prius owners act as if for every mile they drive, they prevent a coral reef from turning into a tidal wave that will hit Manhattan. (Most of my knowledge about global warming comes from The Day After Tomorrow.) Even though I drive a tiny Mini Cooper, I have been subtly shamed by all my friends in Los Angeles, a town that is one big river of Priuses. On Friday, I was shocked when a friend came over to dinner and he wasn’t driving a Prius. It turned out he was driving his converted 1980s Mercedes that runs on vegetable oil and had left his wife’s Prius at home. Nearly every time we drive Cassandra’s metallic-green Prius, at some point we are either behind or in front of another metallic-green Prius. There are three Priuses on my tiny cul-de-sac. If this brake problem isn’t repaired quickly, my neighborhood is about to be jammed up by some ugly Prius-on-Prius violence.

The worst thing about the Prius is that it has given people in Hollywood a way out of the natural order of status competition. If you want your friends and associates to think you’re more successful than you are, you should have to waste $130,000 on a Maserati. These days, no one owns any other kind of hybrid, because you can’t tell from a distance that they’re hybrids. If GM made a car shaped like a crying planet, it could give our government all its money back.

For a while, Prius drivers in L.A. even got to park at meters without paying and drive in the carpool lane without a passenger. You don’t get to drive in the carpool lane without a passenger the day you give blood. You could save every child in Haiti, and you would still have to feed the parking meter. And yet we could not thank Prius owners enough for their sacrifice in driving a really nice car that costs less to fill up. If Mel Gibson had been in a Prius, the cops would have set up a motorcade for him to weave behind and yell out his window about the Jews.

I’m hoping that the Prius malfunctions don’t lead to accidents, because the odds are I’d get run over. But I also hope they point out to Prius owners that their lives aren’t perfect. So for now, I’m going to make fun of how their vehicles of the future can’t figure out how brakes work. The only thing better than this would be if they recalled yoga.
Cynicism is among our most punctual instincts. Within days of the earthquake in Haiti, there came warnings of impending compassion fatigue, wagers of how long it would be before we turned away to the Super Bowl, the Olympics and the Oscars, leaving Haiti to misery.

But I don't believe people get tired of helping--only that they get tired of feeling helpless. The challenge arises when we witness what health crusader Paul Farmer calls "stupid deaths": death in childbirth, death by mosquito, death, in the case of Haiti, from infections that spread when crushed limbs aren’t amputated fast enough. Help never arrives fast enough because no two disasters are alike and chaos is an agile enemy. So I wondered how we would feel, after texting our $10 donations to the Red Cross and writing checks to Save the Children, still coming home night after night to the growing mass grave on our flat-screens.

Epic disasters inspire dreams of glory. "Everyone wants to be a hero. Everyone wants to help," Dr. Thomas Kirsch, a co-director of the Johns Hopkins Center for Refugee and Disaster Response, told MSNBC. "It's not the way to do it." A team from his school arrived in Haiti so unprepared, its members needed rescue themselves. "They had no bedding, supplies or food," he said, and they had to rely on other relief agencies for support.
Desperation deforms judgment, and not just among victims. Thus we meet missionary Laura Silsby and her flock, who in the face of so much suffering set out from Boise, Idaho, with a trailer full of children's clothes and a vow to help Haiti's orphans "find healing, hope, joy and new life in Christ." "Our hearts were in the right place," she insisted, but her head was somewhere else entirely, and they all wound up in jail. We know a bit more now about her regard for the niceties of law and protocol: unpaid debts, civil lawsuits, a house in foreclosure and an improvised mission to scoop up a load of children and head to the border without so much as a license or even confirmation that they were all orphans.

We also know that the families she encountered were desperate to survive. Parents were told their children would be cared for and schooled in the Dominican Republic; the families could even visit. "If someone offers to take my children to a paradise," a mother told the New York Times, "am I supposed to say no?" Silsby was warned by local officials about obtaining proper papers, and by that mark alone, her behavior was criminal. But it was also criminally naive.

One's duty in the face of disaster is not just to be kind but to be sensible. When a soldier, however brave, runs into enemy fire without a plan or shield, his death isn't just a loss; it's a waste. The same is true of all those who want to help but wind up getting in the way, a distraction neither the victims nor the professionals can afford. Chances are that if the 82nd Airborne can't get food to the tent city fast enough, your food bank can't either. On its website, Samaritan's Purse asks aspiring volunteers to "please be patient and we will get back to you."

Then there is the help that is no help at all. After the 2004 tsunami, aid poured in from all over the world. But it included tons of outdated or unneeded medicines that Indonesian officials had to throw out. People sent Viagra and Santa suits, high-heeled shoes and evening gowns. A year later, after an earthquake in Pakistan, so much unusable clothing arrived that people burned it to stay warm. It may make us feel good to put together children's care packages with cards and teddy bears--but whose needs are we trying to meet?

Money is fleet and nimble. The very thing that makes it unsatisfying to give makes it powerful to deploy. It can turn into anything--a water bottle, a prefab house, a tetanus shot, a biscuit. It lets relief agencies buy locally whenever possible, supporting local markets for products that are culturally and environmentally right. In the past decade, accountability has become a watchword of relief agencies around the world, with new guidelines to help donors know that their aid won't be wasted. Give money, Presidents Bush and Clinton implore, and by implication, leave the rest to professionals.

If you can't feed a hundred people, Mother Teresa used to say, then feed just one. There are slow-motion disasters everywhere. The Red Cross is doing heroic work in Haiti, but it is also doing it around the corner, when a house burns down. It may not feel glorious, but often the greatest good is accomplished quietly, invisibly. The choice is not either-or. We can give globally and help locally. Either way, the same principle holds in helping as in healing: First, do no harm.
In India, A Salon A Cut Above the Rest

By CARLA POWER  Monday, Feb. 22, 2010

Indians are forsaking street barbers like this one for modern slaves.

Pedro Ugarte / AFP / Getty

It's like a fish market," says Jawed Habib, fondly surveying the Sunday-afternoon hubbub of his South New Delhi hair salon, one of 12 he runs in the Indian capital alone. Heaving with stylists wearing bold red-and-black shirts emblazoned with JAWED HABIB PRO TEAM, the salon calls to mind less the chaos of a fish market than the disciplined efficiency of a well-run kitchen. His golden quiff defying gravity, the 46-year-old Habib serves as both head chef and maître d', helping a matron into her chair, judging the angle of a junior stylist's cut, checking the helmet of sludgy green henna drying on an elderly gentleman's hair and mustache.

Habib's salons aren't India's poshest, but that's not the point. Over the past decade, the New Delhi native has brought branded hairstyling to a country where millions still get their hair trimmed by mummy-ji in the bathroom or by barbers whose salons consist of a tree trunk with a mirror tacked onto it. Habib has helped convince middle India that hair is not just something that grows on your head but a market waiting to be primped and tugged at. "People used to think hair care was a low-grade profession, with no future," he says. "I showed them that it's both a science and a business."
India’s burgeoning middle class has responded with cheerful readiness, spending freely on personal products and services — an industry that McKinsey forecasts will grow 9% annually over the next 15 years. Habib claims his empire grew 1,000% last year. There are now 155 Jawed Habib salons and 42 training academies across Asia, from Malaysia to Nepal and beyond. Like Tata’s celebrated Nano, the $2,500 “people’s car” launched last year, Habib’s services are aimed at those who, perhaps for the first time, are enjoying a modicum of disposable income. In 2009 he launched Hair Espresso outlets, offering cuts for a little more than $2. Costs are low, turnover high: a three-chair outlet in Mumbai recently churned out 186 cuts in one day. This month, Habib will launch hair-care products for direct sale on TV, “so that customers in Canada and the U.S. can buy them,” in addition to clients of his academies in Mauritius, Singapore and Kenya. “If Indian doctors and IT experts are so popular throughout the world, why not Indian hairdressers?” he asks. “It’s our turn to capture the glow.”

Habib’s ancestors were working with Indian hair since before the subcontinent’s independence. His grandfather was barber to both the last British viceroy, Lord Mountbatten, and Jawaharlal Nehru, India’s first Prime Minister, and Habib’s father cut hair too. But Habib’s vision is broader. He wants his business to become the Walmart of hair care.

Over the past two years, he has targeted India’s smaller cities and towns, where the explosion of satellite television, with its constant diet of ads and Bollywood, has fueled the hairstyling market. “In Delhi, people will just come to my salon asking for a cut that suits them,” he says. “In Aligarh, they’ll come asking to look like [Bollywood superstar] Shah Rukh Khan.” The approach chimes with the findings of The Dhoni Effect, a 2008 report from consultants Ernst & Young. Named after Indian cricket captain Mahendra Singh Dhoni, a small-town boy made great, the report found that India’s provincial consumers were increasing in importance, thanks to growing aspirations and incomes. “Earlier, it was just Bombay and Delhi, but since 2004 we’ve been seeing the rise of Tier 2 India,” says Ashok Rajgopal, a partner in Ernst & Young’s business-advisory services.

The question for Habib, as for other Indian entrepreneurs, is whether they can parlay national success into global presence. Rajgopal sees Habib’s drive to expand in Europe, the Persian Gulf and Africa as “a little bombastic.” India’s success as an IT and outsourcing powerhouse doesn’t necessarily mean its hairdressers can go global too. “He might do well in Tier 2 India,” Rajgopal says, “but it’s very difficult to succeed internationally. It’s not as though India was a leader in fashion and hair.” But Habib remains undaunted. “Someday,” he counters, “I’m going to set up a salon on the moon.” For some entrepreneurs, going global isn’t enough.

**Stopping Soldiers from Becoming Murderers**

*By JIM FREDERICK Monday, Feb. 22, 2010*
On Nov. 5 of last year, Major Nidal Malik Hasan, an Army psychiatrist known by his superiors to have job-performance problems and by others in the government to have Islamist sympathies, opened fire at Fort Hood, Texas, killing 13 people and wounding 43 more before he was subdued. Defense Secretary Robert Gates quickly ordered a blue-ribbon panel to conduct an investigation into how such an atrocity could occur. Gates emphasized the importance of accountability. "One of the core functions of leadership is assessing the performance and fitness of people honestly and openly," he said. "Failure to do so ... may lead to damaging, if not devastating, consequences."

Demanding accountability is admirable, but it marks something of a change for the modern armed forces. There is a military maxim that a commander is responsible for everything his or her subordinates do, or fail to do. But this has been largely an empty cliché in the post-9/11 era. As Army Lieut. Colonel Paul Yingling noted in a 2007 article in the Armed Forces Journal, "A general who presides over a massive human rights scandal or a substantial deterioration in security ought to be retired at a lower rank ... As matters stand now, a private who loses a rifle suffers far greater consequences than a general who loses a war."

This lack of consequences for failures among senior officers is particularly profound in cases of extreme malfeasance and war crimes. Whether it is the behavior of prison guards at Abu Ghraib in Iraq or less publicized — but sadly numerous — cases of murder and brutality committed by soldiers and Marines, the military has punished, often severely, those who committed crimes. But it has spent little energy
examining the leadership and command failures that created a climate in which such crimes could occur in the first place.

For the past three years, I have been researching the story of one unit's deployment to Iraq — a story that turns on the lack of accountability for the failure to properly handle a murderous, dysfunctional soldier. In late 2005, 1st Battalion, 502nd Infantry Regiment, 101st Airborne Division took control of a stretch of land just south of Baghdad that had come to be known as the Triangle of Death. Experiencing some form of combat nearly every day, suffering from a high casualty rate and enduring chronic breakdowns in leadership, one of the battalion's platoons — 1st Platoon, Bravo Company — fell into a tailspin of poor discipline, substance abuse and brutality. In March 2006, four 1st Platoon soldiers — Specialist Paul Cortez, Specialist James Barker, Private First Class Jesse Spielman and Private First Class Steven Green — perpetrated one of the most heinous war crimes known to have been committed by U.S. forces during the Iraq War: the rape of a 14-year-old Iraqi girl and the cold-blooded murders of her, her parents and her 6-year-old sister.

The crime did not occur without repeated warnings. Grievously out of touch with the reality on the ground, the unit's leadership was either unable or unwilling to recognize just how impaired 1st Platoon was and how serious and imminent a threat to Iraqi civilians Green, in particular, had become. Almost from the beginning of the deployment, Green frequently and loudly declared his desire to kill Iraqi civilians, something he did not even attempt to hide from superiors. In late December 2005, for example, Green had a one-on-one meeting about his mental state with the brigade's commander, Colonel Todd Ebel. A colonel personally counseling a private is, it is worth noting, an exceedingly unusual event. During their talk, Green wanted to know, "Why can't we just shoot them all?" A few days before that, Green had met with Lieut. Colonel Karen Marrs, a psychiatric nurse practitioner, for a combat-stress counseling session. During that meeting, Green declared several times that he was obsessed with killing Iraqis. (One entry for mishandling the threat posed by Hasan, according to the Los Angeles Times.)

After these and numerous other similar encounters with senior leaders, Green was almost immediately sent back out on regular combat rotations with little more than a pep talk and a pat on the back. The investigation following the Fort Hood shootings is a step in the right direction: the intention, plainly, is to give the concept of command accountability some teeth. Five to eight Army officers, some as highly ranked as colonel, are expected to face disciplinary action for mishandling the threat posed by Hasan, according to the Los Angeles Times.

There was no such study done in the aftermath of Green's crimes, just a routine Army investigation known as an AR 15-6, which was completed by a single lieutenant colonel in five days. Nor, for that matter, was anything other than a 15-6 ordered after Sergeant John Russell killed five fellow soldiers at a combat-stress center on an Army base in Baghdad in May 2009. Inevitably, this raises questions of whether a double standard is at play. Is the Army serious about accountability only when a soldier murders other soldiers on U.S. soil and the shooter is an Islamist? There were no disciplinary repercussions for those in Green's chain of command above the rank of captain. Green's platoon leader (a lieutenant) and company commander (a captain) were indeed removed from their positions in the late summer of 2006. But those dismissals had as much to do with a nearly contemporaneous but unrelated event in which three of Green's platoon mates were abducted and killed by insurgents as they did with the rape and murders.
In a more fundamental sense, however, the Fort Hood report, which was released on Jan. 13, is a baffling exercise. Its very name — Protecting the Force: Lessons from Fort Hood — signals its odd premise. Rather than seeking ways to identify and root out potentially homicidal military personnel, the study's aim is, in its own words, to determine "how best to defend against threats posed by external influences operating on members of our military community." That seems, at best, a misplaced priority. One of the people Hasan murdered and several he wounded were not members of the military at all, but civilians. Instead of looking for ways to protect innocent individuals — whether they be Americans, Iraqis or any other nationality — from irrational and dangerous soldiers, the study's stated goal is to find ways to protect soldiers from irrational and dangerous elements in society.

The military spends an extraordinary amount of time on improving what it calls "force protection" from outside threats. The Fort Hood inquiry is of a piece with that mind-set. Instead of exploring how to safeguard the mental health of service members, the inquiry demonstrates that the military has still not come to terms with the core issue: how best to prevent a troubled soldier from becoming an unlawful killer. Until it does that, any steps recommended to prevent another Nidal Malik Hasan or another Steven Green will be half measures at best.

Adapted from Frederick's book Black Hearts: One Platoon's Descent into Madness in Iraq's Triangle of Death
Health Checkup

By Richard Stengel, MANAGING EDITOR Thursday, Feb. 11, 2010

Laila, center, flew in from Florida for the cover shoot. She was met by daughters Kristina, left, and Stephanie.

Marco Grob for TIME

In Greek Mythology, Zeus gave Tithonus immortality. That sounds pretty darn good. But there was a catch. Tithonus got eternal life — but not eternal youth. He lived so long and became so frail that he begged Zeus to take back his gift. In this issue — our first of six Health Checkups this year — we don't promise you immortality (which, as Zeus showed, might turn out to be a mixed blessing), but we do focus on the science of longevity and explain how you can live both longer and better. Five more times this year — in April, June, August, November and December — we will be back with Health Checkups on such topics as women's health and diet and nutrition.

Most of us would like to live as long as possible, especially if we can stay as fit as Onie Ponder, who at 111 may have been the oldest person to cast a vote in the 2008 presidential election. Here's the good news: more of us will be able to do just that. If human life expectancy continues to increase at its current rate, half the children born in the developed world today will be around to celebrate their 100th birthday.

For the first piece in our health package, Alice Park spent a delightful afternoon with the Hurlburt family in Massachusetts — eight surviving siblings ages 79 to 96 — who are part of the Long Life Family Study. As the name suggests, the study recruits those fortunate enough to have been born into families in which longevity seems to be a given. Scientists are trying to determine what genetic, environmental and behavioral factors set those families apart from the rest of us.

Bryan Walsh explores the link between caloric restriction and longevity. As long ago as 1935, scientists noticed that rats with a severely calorie-restricted diet lived twice as long as normal rodents. Recent studies found a similar, if more muted, effect in humans. The question is, Would you be willing to forgo pizza and ice cream for 10 extra years of life? Would that make you live longer or just make you feel as if you're living longer? Jeffrey Kluger looks at the unexpected downsides for the U.S. if everyone were to
live to 100. Among the consequences: exploding Medicare and Social Security costs, as well as enlarged carbon and garbage footprints. Laura Blue surveys the labs for the latest longevity research, and Lon Tweeten and Andréa Ford provide a fascinating graphic that looks at longevity around the world. The entire package was smartly put together and edited by Jeffrey Kluger and Sora Song, while Cindy Hoffman produced the eye-catching design.

I'm also delighted to tell you that we will be partnering with the man I think of as America's Doctor, Mehmet Oz — surgeon, best-selling author and host of the nationally syndicated Dr. Oz Show — who will be writing the end page for all our Health Checkups. In each case, Dr. Oz will explain in his distinctive conversational style how you can use the science we are reporting on to improve your health. Make sure to watch the show too.

Finally, a note about the cover. We thought it would be fun to shoot three generations of women from the same family to show the aging process. For our arresting cover image, our director of photography, Kira Pollack, enlisted a friend of hers and her lovely mother and daughter. Beauty knows no age. Here's to a healthy 2010.
FASHION IS NOT JUST STYLE, IT HAS

韩都衣舍 时尚选款师
Jeff Bridges

By Richard Corliss and Mary Pols Wednesday, Feb. 10, 2010

There were plenty of props — from the homegrown (potbelly) to the manufactured (glasses of booze) — to help Bridges embody *Crazy Heart*’s alcoholic singer-songwriter Bad Blake. He talks about putting “fire ants in my underpants” to simulate Bad’s hemorrhoids, and you almost believe it until you hear that familiar rocking, rolling laugh. Bridges, 60, has not yet won an Oscar, though this is his fifth nomination. That’s fine. “I get my jollies off the actual work,” he says. What mattered most to the role was the high-octane mix of hope and fear he imagined in Bad’s mind, which plagues him until he hits rock bottom. That’s when Bad’s bleak lyric “I used to be somebody/ Now I am somebody else” takes on a second meaning. “You don’t have to be who you think you are,” Bridges says. “That’s a wonderful thing, to think you can be reborn.”

The Devil's Due

By GILBERT CRUZ Monday, Feb. 22, 2010
Stephen King's eldest son has proved his horror bona fides.
Shane Leonard

It's one of the oldest stories in literature: a boy goes forth into the world, forsaking his past, only to return home as a man and discover that it was where he was always meant to be. And so it was for Joe Hill. After years of getting nowhere peddling middlebrow literary fiction ("stories about divorce and children trying to figure out their parents," he calls them today), Hill began to write tales of murderers, evil spirits and giant bugs—the kinds of subject matter better associated with his father Stephen King. And like the heroes of such stories, Hill (who writes under his first and middle names) eventually discovered that sometimes you can't escape the past. Sometimes, in fact, it's best to not even try. On the strength of two masterly thrillers—2007's Heart-Shaped Box and his newest, Horns—Hill has emerged as one of America's finest horror writers.

He took his time getting there. Hill, 37, spent more than a decade trying his hand at a variety of genres (a thriller in the vein of Cormac McCarthy, a children's tale, a 900-page fantasy novel) with no bites from publishers. "I began to think I might not be able to cut it as a novelist," he says. So he scaled back, and in 2005 a small British press released a collection of his short stories, the touching, terrifying 20th Century Ghosts. It was followed two years later by the best-selling Heart-Shaped Box, a novel about an aging rock star who buys, via the Internet, a suit that happens to be haunted by an evil, razor-wielding old man.

In Horns, Hill dispenses with such supernatural supporting players in favor of the big dude himself: the Devil. His main character, Ig Perrish, wakes one morning to discover horns growing out of his head. Suddenly, people begin to tell Ig their deepest, darkest thoughts and all the awful things they've done to others. "I wanted to see, if you knew everyone's worst secrets, could you still love them?" says Hill over burgers and beer at a Boston pub. "Everyone has terrible ideas. And if that's the side of you that the Devil sees, then no wonder he hates people."

That empathy with the Devil—taking a despicable character and slowly bringing us around to his side—is the sort of thing Hill does best. It's also what's missing from so much of the girl-meets-vampire gruel that
dominates the genre these days. "The writer's first job in horror fiction is to convince the reader that there is a real person there to care about," says Hill. "If you don't have that, you don't have anything."

As literary apprenticeships go, Hill's was tough to beat. "I'd come home from school and find my mom [novelist Tabitha King] in her office clattering away at the keyboard, and my dad would be in his office sitting in front of his word processor," he says. "By the time I was 11 or 12, it seemed perfectly natural to go to your room and make stuff up."

So why spend so many years in the wilderness, aspiring to be "literary"? "It felt like the safe thing," he admits. "But eventually I realized that the New Jersey of Philip Roth is as much a pure product of make-believe as Alice's Wonderland. If all fiction is make-believe, then writers should not deny themselves great metaphors like ghosts and angels and devils." For Joe Hill, that's the stuff home is made of.
Tyler Perry, as the God-fearing granny Madea, taps into his audience’s hopes and anxieties

I went to Madison Square Garden to see Tyler Perry's new musical, Madea’s Big Happy Family, a day after I sat through a Broadway revival of Noel Coward's 1939 play Present Laughter. I noticed a few differences. In Coward's play, the main character, a famous stage actor, spends most of the evening in a dressing gown delivering bons mots to an entourage of fellow theater people. In Perry's show, a sharp-tongued grandmother delivers sassy put-downs and motivational lectures to a brood of squabbling family members. Coward's plot reaches a climax as the actor finds out that several pestering women have all booked passage on the same boat he's taking to Africa. Perry's culminates with the cast enlisting the audience in a sing-along of Earth, Wind and Fire hits. At the Broadway theater, I didn't see a single black face. At Madison Square Garden, I was just about the only white one.

Tyler Perry has for years operated in something of an alternate theater universe. Though best known for his hit movies (starting with Diary of a Mad Black Woman in 2005), top-rated TV series (TBS's House of Payne) and friendship with Oprah Winfrey (with whom he produced the Oscar-nominated film Precious), Perry, 40, may well be the most popular unsung playwright in America. Raised in a poor and abusive home in New Orleans, he staged his first musical play, I Know I've Been Changed, in a former Atlanta church in 1998. Two years later he introduced his most famous character, the wisecracking, God-fearing granny Mabel (Madea) Simmons — played by Perry in a plus-size print dress and silver wig. Since then he's turned out a steady stream of plays (on which his films are based) that tour the country, playing to African-American audiences on a modern-day version of the “chitlin' circuit,” the segregation-era venues for black theater and vaudeville.

His stage work gets little mainstream attention. Indeed, critics were not invited to see or review Madea's Big Happy Family. I bought my own ticket and sat near the back of the nearly full Madison Square Garden theater, one of the early stops on a tour that will stretch into May. (Next week: Jacksonville, Fla.; Chattanooga, Tenn.; and Winston-Salem, N.C.) It was a bracing reminder that popular theater is still thriving in America — well under the radar and way off Broadway.

Madea's Big Happy Family, like most of Perry's work, is an odd hybrid of populist comedy-drama, rock concert, revival meeting and motivational seminar. The broad comedy, stereotyped characters and simple set (a two-story family house, living room downstairs, bedroom upstairs) give the show a TV-sitcom feel — an impression reinforced by the video screens that project the action simultaneously, even edited with two-shots and closeups.

The plot revolves around Shirley, a single mother with grown children, who learns at the outset that her cancer has spread and she has four to six weeks to live. Accepting the news with barely a flinch, she tries to tell her extended family, only to find they are too caught up in their own troubles to pay much attention. Among the brood: a son whose bitchy fiancée wants him to get into the dope trade so she'll have enough money to open a boutique and an older daughter who reveals that her younger “brother” is actually her own illegitimate child.

All this is seasoned with raucous gag lines, rafter-raising gospel and R&B songs, an inspirational Christian message (Shirley, on her deathbed and surrounded by the family, sings to her last breath —
then reappears as a white-robed angel ascending to Heaven to finish the song) and the alternately jokey and hectoring presence of Madea. She is the irresistible center of gravity, dispensing both specific advice (“You’ve been tricked!” she tells the guy with the pushy fiancée. “Tricked by drug dealers! Get a job!”) and all-purpose bromides (“If you think good things, good things got to come back to you”).

But Perry's out to have fun too. He regularly steps out of character to ad-lib — chastising latecomers in the audience (“The show starts at 8. You move a little slower, you need to leave a little earlier”), joking about a co-star's bad breath and delivering impromptu movie reviews. (He praises Disney's *The Princess and the Frog* for having a black heroine but laments that she doesn't wind up with a black prince: “Black woman can't even have a black man in animation!”) After the curtain call, he spends another 15 minutes talking to the crowd, explaining the background of the show (he wrote it after the death of his mother last year), making a pitch for Haiti relief and urging fans to see his next movie, for which he shows a trailer.

It's crude, commercial — and effective. Perry has tapped into his audience's shared experiences, hopes and worries, the need for a little escape, a little realism and a few moral lessons. I'm not part of his target audience — just as, I imagine, most of Perry's fans can't relate much to the glib, angst-ridden, upper-middle-class white professionals who populate so many of the plays that New York critics write encomiums to. But the crowd leaves Perry's show on a communal high. All Noel Coward gave me was a Champagne hangover.

### Viva Viva Elvis!

**By RICHARD CORLISS** Monday, Feb. 22, 2010

There he is, in vivid black and white, onstage at Las Vegas' new Aria hotel-casino, squalling “Blue Suede Shoes” on a gigantic screen behind a jukebox-shaped set. Below him, eight musicians serve as his amped-up house band while a dozen dancers practically leap out of their tight pants and pedal pushers. At center stage is a huge shoe, which another half-dozen revelers use as a trampoline, performing double somersaults in time to the music. The King looks down, smiling as if in approval of this spectacular union of two crucial elements—one past, one present—of Vegas show biz. Elvis Presley, meet Cirque du Soleil's *Viva Elvis*.

From his first concert series at the International Hotel in 1969 until his death in 1977, Elvis was Las Vegas. Glammed up in sequined duds that would make a showgirl or Liberace envious, he pleased his aging audience, singing his early hits that once had the musk of sexual revolt but by then were golden oldies. And while he redefined Sin City's notion of a headliner show, the town changed Presley as well. At the end, the kid from Tupelo, Miss., may have been more Vegas than Elvis.

The Strip has another king now. Since 1993, with the opening of Mystère, the Montreal-based Cirque has come to dominate Vegas entertainment with such theatrical extravaganzas as the water show *O* and the martial-arts epic *Ka*—pieces that in scope and technical éclat are to the typical Broadway show what
Avatar is to the 1933 King Kong. In 2006, Cirque pulled off a Beatles homage, Love, but that was sedate stuff next to this audiovisual-balletic-acrobatic explosion from director Vincent Paterson and "director of creation" Armand Thomas. They've concocted an experience that's both symphonic and in every way fantastic.

"Blue Suede Shoes": On the giant stage the King surveys his court of musicians and frenetic dancers

Beginning and ending with Elvis '56 ("Blue Suede Shoes" to start, "Hound Dog" for the finale), the 90-min. show, now in previews before its official opening Feb. 19, sprints through Presley's youth, his first phenomenal success, his Army service, his marriage to Priscilla Beaulieu, his movies and the Vegas years. This is hagiography, not biography; it's no warts, all wonder.

The wonder comes not just in the death-taunting circus feats--trapeze agility, high-bar gymnastics--that are the company's hallmark but also in the superb editing of Elvis clips (by Ivan Dudynsky) and the savvy sampling of the musical material (by Erich van Tourneau) that revises and refreshes the Presley oeuvre. No tribute show can touch this one in its level of sophistication and its power of evocation.

Got a Lot o’ Livin’ to Do

In Vintage Cirque style, Viva Elvis often soars into the symbolic, the oneiric. To suggest the star's closeness to his twin brother Jesse, who died at birth, the show offers, to a tender rendition of the ballad "One Night," a vision of two young men in James Dean--ish white T-shirts and jeans, executing soulful
acrobatics, alone and together, on a guitar-shaped apparatus suspended in front of a starry night sky. At the end, one of the men--Jesse--falls off into the abyss.

There's plenty of vigorous terpsichore (this is as much a dance show as a circus show), but Viva Elvis can't stay earthbound for long. In the Army section, to the tune of "Are You Lonesome Tonight?," two figures on wires--a soldier abroad and his girl back home, holding a letter she's written him--execute a poignant pas de deux; they never touch until at last he grasps the letter and presses it to his chest. The Elvis-Priscilla courtship is staged with a man and a woman reclining on separate beds, then (to "Love Me") rising in sleep to meet their dream lovers on large airborne engagement rings in two complementarily sensual couplings. Cover the kids' eyes!

The very smart choice of songs covers both the canonical ("Heartbreak Hotel," "Jailhouse Rock," " Burning Love") and the merely fabulous ("Got a Lot o' Livin' to Do," which accompanies an ecstatic amusement-park bit with high-bouncing superheroes). Of course the climax is "Viva Las Vegas," with 40 Elvis impersonators and a dozen chorines filling Mark Fisher's staircased set and the Big E back onscreen, overseeing the riot of color and movement.

The real Vegas has had its profits pinched by the Great Recession lately. But luxe, energy, sexual threat and primal rock 'n' roll are back in fashion on the Aria stage, where Cirque is throwing its most joyous party ever--and where Elvis lives.

Percy Jackson
By BELINDA LUSCOMBE Monday, Feb. 22, 2010

Percy Jackson is no Harry Potter. He's American, dyslexic, and his best friend is half goat. On the other hand, he has unusual parents, he's supposed to decide the fate of the world, and there is a series of best-selling books based on his teen years. With the Feb. 12 release of the movie Percy Jackson & the Olympians: The Lightning Thief, he has a chance to notch up another similarity. Can Jackson conjure up anything close to Potterphilia?

The auguries are mixed. The Percy Jackson books, written by Rick Riordan, a former high school teacher now based in Texas, became a word-of-mouth sensation after the first one hit shelves in 2005. Parents loved that they were based on Greek myths: Percy (played by Logan Lerman in the movie) is actually Perseus, a demigod son of Poseidon. He faces down remodeled versions of such perils as Medusa (in New Jersey), the land of the lotus eaters (in Vegas) and Ares, the god of war (a Hell's Angel). Olympus is on top of the Empire State Building. Hades is in Los Angeles.

But kids had plenty of reasons to love the books too. Percy hates school, has a lot of attitude and is given to back talk. His first supernatural act in the book is to make a toilet violently discharge its contents over an adversary--an episode that was, probably wisely, omitted from the film. Even the gods come off hipper,
and enhanced by mnemonic imagery. Who could forget that Apollo is god of the sun after he turns up in a flying red convertible Maserati Spyder?

Popular as he is among tweens and those who read to them, however, Percy's appeal may not extend beyond that group. The weekend before the movie's opening, about 600 fans turned up for an event in Atlanta, far fewer than your average Potter or Twilight draw. Then again, the franchise passes at least one Hollywood test: two of the film's stars, Pierce Brosnan and Kevin McKidd, signed on because their kids love the books.

The Short List of Things to Do

WEEK OF FEB. 12

Clint Eastwood: 35 Films, 35 Years

Now on DVD

Illustration by Sean McCabe for TIME; Eastwood: Everett (3)

Our era's most enduring star has made most of his films for one studio: Warner Bros. This essential set has 'em all, from the Oscar winners to the monkey movies, plus a preview of Richard Schickel's intimate bio-doc of the actor-director. The grand bulk of the Clint legacy is in this box.
A Prophet

Now in Theaters

An Oscar nominee for Best Foreign Language Film, Jacques Audiard’s twisty, engrossing prison drama focuses on a young Arab (Tahar Rahim) and his Corsican mentor (Niels Arestrup). So many rival ethnic gangs are scheming here, it’s like a French take on HBO’s Oz.

Close-Up: Vol. 1, Love Songs

Now in Stores

Suzanne Vega will go down in pop history as the bard of Tom’s Diner, but she’s also been writing potent love songs since her debut album in 1985. Here she reinterprets 12 of them (16 on the deluxe edition), including “Gypsy,” the most poignant ode to lost love ever.

Lola Montes

Now in Stores

For director Max Ophuls (La Ronde, Madame de ...), the moving camera was a tool of rapture. It’s ever a-prowl in his legendary 1955 epic about the 19th century circus star Lola Montes (Martine Carol) and the famous men she seduced. It’s a dizzying, indelible experience.
Young, hungry designer Ben (Bryan Greenberg) and buddy Cam (Victor Rasuk) try to break into the high-end jeans business. Like a multicultural Entourage without the money, HBO's new comedy is a funky love letter to the American Dream and the art of the hustle.
1976 美丽鞋坊

2010 Summer & Autumn Trend Vision

￥37.80 包邮热销
Animals arms across

别樣淑女範

精心设计的后带，
线质网面鞋面，透气又舒服，
搭配一条可爱的迷你裙，
就能穿出别样的淑女味道来。

台湾超人气
可爱糖糖鞋 ￥29.9
新款超值抢购活动，不要错过啦！

顾客们
回馈老顾客，超值大优惠
为了让新老顾客享受更大的优惠和折扣
我们将会不定期选出一些款式以感谢老顾客
一如既往的支持！

DISCOUNT
只要你是VIP
就能享受所有商品打折

专属折扣等着你/惊喜不断
What's wrong with Toyota?

Not much. At least not from an engineering, mechanical or even a quality point of view. You don't reach the top gear in the global auto industry unless you make outstanding cars, which Toyota does — most of the time. Though cars are familiar machines, they are also highly complex ones. To create a modern car, a company has to design, engineer, build, buy and then assemble some 10,000 parts. Sell 7.8 million cars, as Toyota did worldwide in 2009 — a horrible year for the industry — and there are billions of new parts with the potential to go kerflooey. Inevitably, some do.

What makes the recall since November of nearly 9 million Toyotas that are susceptible to uncontrolled acceleration and balky brakes such a shocking story is not so much the company's manufacture of some shoddy cars or even its dreadful crisis management — though those are errors that will cost it more than $2 billion in repairs and lost sales this year. It's something more pernicious: the vapor lock that seems to have seized Toyota's mythologized corporate culture and turned one of the most admired companies in the world into a bunch of flailing gearheads. Not only is Toyota producing more flawed cars than in the past, but an organization known for its unrivaled ability to suss out problems, fix them and turn them into advantages is looking clueless on all counts.

Although the recalls seemed sudden, the evidence has been piling up. Literally. According to a report from Massachusetts-based Safety Research & Strategies (SRS), a consumer-advocacy group, there was a spike in the number of unintended-acceleration incidents in some Toyota vehicles in 2002, about the same time that Toyota introduced its electronic throttle control. The problem was initially blamed on a floor mat or vehicle trim that, if it came loose, could jam the accelerator pedal in an open-throttle position. That was followed by the first of several National Highway Traffic Safety Administration (NHTSA) investigations, in 2003, and two small recalls in 2005 and 2007. But accidents mounted, and last November the company had to take back nearly 3.8 million U.S. Vehicles — its biggest-ever recall — to address the problem.
Modifying the floor mats, though, didn't fix things. Toyota at first refused to believe that there was a mechanical problem with its pedals, blaming customers for improperly installing the floor mats. But by the time Toyota got around to a second recall, on Jan. 21, this one of 2.3 million vehicles, its reputation was in tatters.

There was no place left to park the blame. The company backhandedly singled out a U.S. Partsmaker — CTS Corp., of Elkhart, Ind. — as the supplier of defective pedals while exonerating a Japanese company, Denso, that makes the same part. But CTS CEO Vinod M. Khilnani wasn't about to take the fall. He says his company met Toyota's engineering specifications and notes that the recalls tied to unintended acceleration extend to vehicles built as long ago as 2002. "CTS didn't become a Toyota supplier until 2005," he says.

There was more to come. In early February, Toyota managed to back over any remaining political goodwill it had when it voluntarily recalled more than 400,000 Prius and other hybrid cars — this time, to update software in the antilock brake system that could cause a glitch if the car traveled over a bumpy surface. The Lexus is Toyota's top-selling luxury model — bad enough — but the Prius is its darling, a car that demonstrated the company's ability to solve technical issues that kept other automakers from fielding gas-electric hybrids, at the same time clinching Toyota's green cred. Only last month at the Detroit Auto Show, executives described the Prius as the cornerstone of Toyota's future growth. Toyota planned to sell a million hybrids a year globally, most of them in North America.

As Toyota dithered, it lost hold of the wheel. Lawyers and politicians took charge. In Washington, Toyota executives are poised to replace bankers as populist targets before a congressional hearing. "Toyota drivers have gone from being customers of the company to being wards of the government," says Jim Cain, senior vice president of Quell Group, a marketing-communications firm in Detroit, and a former Ford media-relations executive. "It's absolutely the worst possible position to be in." Tort lawyers around the U.S. have filed class actions. SRS says it has identified 2,262 instances of unintended acceleration in Toyotas leading to at least 819 crashes and 26 deaths since 1999.

At Toyota dealerships, meanwhile, customers have had to haul their cars in to have the sticky gas pedals repaired. Loyal Toyota owners now have a reason to flirt with other brands, though switching could cost them: trade-in prices for Toyotas have fallen. And at global headquarters in Toyota City, Japan, corporate officers belatedly grasped the seriousness of the situation and tried to make amends. "I apologize from the bottom of my heart for all the concern that we have given to so many of our customers," a chastened Akio Toyoda, grandson of the corporation's legendary founder, Kiichiro Toyoda, told reporters in Nagoya, taking the requisite deep bow of the disgraced.

**The Little Company That Could**

So what happened? What went awry at the car company whose widely admired Toyota Production System (TPS) had made it the paragon of the art of manufacturing?

The reputation for quality that Toyota has damaged in just a few months took decades to build. Though Toyota was founded in the 1930s, its climb to global prominence started after World War II as the company became one of the exemplars of Japan's miracle — the creation of a successful,
technologically advanced economy out of the ashes of war. In the 1950s, the company experimented with ways to manufacture cars more efficiently. Ironically, Japan's awful postwar poverty acted as a spur. The production techniques of American car companies — with heaps of stored components awaiting assembly, and ample machinery to do it — was just too wasteful and expensive for Japan. Toyota had to learn to do more with less. The result was TPS — or, more generically, lean manufacturing. Inventories were all but eliminated by employing just-in-time delivery techniques, in which suppliers brought components to the assembly line only when needed.

One organizing philosophy behind TPS is popularly ascribed to a concept called kaizen — Japanese for "continuous improvement." In practice, it's the idea of empowering those people closest to a work process so they can participate in designing and improving it, rather than, say, spending every shift merely whacking four bolts to secure the front seat as each car moves down the line. Continuous improvement constantly squeezes excess labor and material out of the manufacturing process: people and parts meet at the optimal moment. Kaizen is also about spreading what you've learned throughout the system. And then repeating it. It's the reason, for instance, that when Toyota assumed full control of the New United Motor Manufacturing plant in Fremont, Calif., which it had co-owned with GM, it got way more productivity and quality out of it than GM could with essentially the same workforce and equipment.

Sakichi Toyoda developed another concept, jidoka, or "automation with a human touch." Think of it as built-in stress detection. At Toyota, that means work stops whenever and wherever a problem occurs. (Any employee can pull a cord to shut down the line if there is a problem.) That way, says Steven Spear of MIT, author of Chasing the Rabbit: How Market Leaders Outdistance the Competition and an expert in the dynamics of high-performance companies, "When I see something that's not perfect, I call it out, figure out what it is that I don't know and convert ignorance to knowledge."

That was the idea. But the fact that Toyota has produced so many imperfect cars is evidence that its system developed faults. Management experts like John Paul MacDuffie, a co-director of the International Motor Vehicle Program (IMVP) at the University of Pennsylvania's Wharton School, place the blame on the company's headlong growth in the past 10 years. In 2000, Toyota produced 5.2 million cars; last year it had the capacity to make 10 million. Since 2000, when Toyota had 58 production sites, it has added 17. In that time, in other words, Toyota has added the capacity of a company virtually the size of Chrysler in a stated ambition to become the world's No. 1 auto company.

But rapid expansion puts enormous pressure on any company's ability to transmit know-how and technology, especially over long distances and across national cultures. When Toyota opened its Georgetown, Ky., plant in 1988, hundreds of work-team specialists and other experts were transplanted from Japan for several years to make sure the new plant fully absorbed the Toyota way. That kind of hand-holding may still be possible, but it isn't as easy. How can that be fixed? Says Spear: "The big deal is this question, Does an organization know how to hear and respond to weak signals, which are the problems, or does it have to hear strong signals? You have to listen to weak signals. By the time you get to strong signals, it's too late."

When weak signals started coming out in 2002, Toyota's top management wasn't listening. By then, the heroic stage of Japan Inc. was over; parts of its business culture had become sclerotic. Compared with the nimbleness seen in Silicon Valley, Japan's manufacturers and their systems began to be seen as
inflexible, too removed from a changing global economy to adapt. Analysts describe a Toyota management team that had fallen in love with itself and become too insular to properly handle something like the current crisis. "The reaction to [the situation] is a very Japanese thing," says Kenneth Grossberg, a marketing professor at Waseda University's business school in Tokyo. Jeffrey Kingston, director of Asian studies at Temple University Japan, says Toyota's managers don't understand how sensitive the American public is to auto-safety issues. "Their focus on the customer has been nonexistent," he says. "Toyota is famous for having an arrogant culture. They're so used to dealing with successes that when they have a problem, they're not sure how to respond."

Kingston puts his finger on one failing in modern Japanese corporations like Toyota: those lower in the organization find it difficult to deliver bad news to managers. Nearly every company faces this issue from time to time. "But this is a brand-threatening, life-endangering crisis," he says. Changing the way Toyota works won’t be easy, says Grossberg. "Management cannot turn on a dime. They have so much invested in doing things the Toyota way," he says.

**How to Lose Influential Friends**

The recalls came at time when Toyota was regaining momentum after losing $4.9 billion in its latest fiscal year, as recession-racked consumers parked their money. For much of the past year, hundreds of Toyota employees in the U.S. didn't build cars at all, instead attending classes or doing "maintenance" work on half-built vehicles at idled factories in Texas and Indiana. Toyota kept the workers on in anticipation of better times ahead. Now the company is looking at another year of losses and significant overcapacity in North America.

On top of criticism that it has been slow to fix its vehicles, Toyota has wrecked its political cover. Although the company had artfully balanced both U.S. political parties by designing green cars and building them in red states, its goodwill was strained in recent weeks by the decision to close its manufacturing plant in Fremont, just across the bay from Democratic House Speaker Nancy Pelosi's home base in San Francisco. The shutdown of the plant in March will wipe out 5,400 jobs and hit hard the more than 1,000 suppliers that work with the factory. "I think they offended the Democratic delegation in California," says Sean McAlinden, executive vice president of research at the Center for Automotive Research in Ann Arbor, Mich. The fact that Toyota had to deny persistent reports it was planning to move its U.S. headquarters out of Southern California didn’t help. Then came the airing of a horrifying 911 call from a passenger in a Lexus ES 350 in California with a jammed accelerator. Four people were killed in the ensuing crash. "No politician is going to stand up and defend Toyota after that," says Jesse Toprak, vice president of industry trends and insights at TrueCar.

The NHTSA, part of the U.S. Department of Transportation (DOT), did Toyota no favors either. Although there have been some rumblings that the DOT was coming down too hard on the top competitor of the federally controlled General Motors — a.k.a. Government Motors — the agency actually fumbled no fewer than six separate inquiries into possible safety problems with Toyotas since 2003. In each case, the DOT ended the probes with little or no further action. That changed as the tragic evidence mounted. And when Transportation Secretary Ray LaHood blurted out advice to Toyota owners to avoid driving their cars — advice he hastily withdrew — he more or less forced the issue.
In Detroit, which has had its own problems with quality, there is no outright rejoicing over Toyota's troubles. But there is a sense of an opening to win some business, and a certain pleasure in seeing the spotlight of criticism focus on a foreign carmaker. "There was always this assumption in the mainstream media that Toyota was better," says a senior GM executive. "Hopefully this will help even things out a little bit. Maybe from now on, Toyota will be treated as just another car company."

That, it certainly isn't. Toyota is still an extraordinary outfit, one likely to set the pace in the automotive industry for years. But it can't do so without addressing its shortfalls. Complexity is the enemy of any manufacturer, and rapid growth increases it. "Toyota faced excessive or overwhelming complexity that even its strong capability could not handle adequately," notes University of Tokyo professor Takahiro Fujimoto, who is affiliated with the Wharton School's IMVP.

Toyota's bosses are desperately hoping the worst is behind it. The company has resumed production at five factories in North America after shutting down sales of eight key models to repair the sticky accelerator pedals. Dealers will be able to sell existing inventory once the pedals are repaired, says Jim Lentz, Toyota's top U.S. sales executive. The faulty pedal has been redesigned, and new models coming off the assembly lines are getting new pedal assemblies.

The company has also been trying to repair its relationship with consumers. "We have not lived up to the high standards you have come to expect from us. I am deeply disappointed by that and apologize. As the president of Toyota, I take personal responsibility," Akio Toyoda wrote in the Washington Post.

Lentz, who defended Toyota recently at the Detroit Auto Show, said that while the recall is embarrassing, "it doesn't necessarily mean we've lost our edge on quality." It's way too early, he insists, to tell what kind of impact the multiple recalls will have on Toyota's sales.

It's not too early to say that consumers have not seen the last of massive, worldwide recalls of cars — in part because car companies have adopted the Toyota approach. Ford's new and highly praised strategy is to build "world cars" the way Toyota does, reducing the cost of manufacturing by making sure that more of its models share common parts on a relatively small number of platforms, built at plants around the world. That sounds like the epitome of manufacturing efficiency in our globalized economies. But it also explains why the brakes that caused the Prius' recall are found on Toyota's luxury Lexus 300 too. It's a system that all but guarantees that there are no small problems when a part goes bad, only big ones. In fact, global ones.

There's no sense in reinventing the wheel — going back to an industry in which every car demands a factory full of specific parts. But as the world's most famous automobile company has just demonstrated, if you're in the business of making cars, you'd better make sure your wheel works.

— With reporting by Alex Altman / Washington

The original version of this article misidentified Akio Toyoda as the grandson of company founder Sakichi Toyoda. He is the grandson of Kiichiro Toyoda.
A Quick Fix for America's Worst Schools

By Gilbert Cruz / Philadelphia Monday, Feb. 22, 2010

Philadelphia handed over this district school and two others to a charter operator.

Bill Cramer for TIME

"Ba-Boom!" Leroy Hayes describes sitting in his seventh-grade English class at Philadelphia's Shoemaker Middle School when he heard the explosion. It was startling but not necessarily surprising, he says. Crazy stuff happened all the time at Shoemaker. Once, he recalls, a student urinated into a soda bottle during class and threw it in a math instructor's face. Crazy stuff. After hearing the big explosion, Hayes and his friends rushed out of the room and discovered that someone had set off fireworks in the corridor. "The school was in chaos," the 11th-grader remembers of the 2005 incident. "People were laughing and screaming and saying, 'Do another one, do another!' It was out of hand. But," he adds, in a succinct assessment of the crisis in U.S. public education today, "it's not like we were learning anything in class anyway."

In 2006, Shoemaker was considered one of Philadelphia's most troubled schools. Fewer than a third of its eighth-graders exhibited proficiency on the state math exam. Fewer than half were proficient in reading. Violence was common, and students had full run of the hallways. Most of the bulletin boards had been torched, and the principal's office had metal bars on the windows. One teacher says even the UPS guy was hesitant to go inside.
Three years later, students walk through Shoemaker's halls quietly in single-file lines, the school's walls are graffiti-free, test scores have increased dramatically, and packages are presumably being delivered on time. If this sounds like an entirely different school, that's because it basically is. In fall 2006, the School District of Philadelphia gave the building over to Mastery, a local operator of charter schools — that is, ones that are publicly funded but privately managed. The adults left, the kids remained, and the once failing school has been turned around.

We've known for a long time that there are too many bad schools in the U.S., dropout factories that shove barely literate children through the system. Because of No Child Left Behind (NCLB) — the George W. Bush — era education law that forces every school to report whether it makes "adequate yearly progress" toward nationwide math- and reading-proficiency standards — we can now point to exactly which schools are the lowest performing and the least improving. With that information in hand, the question becomes, Well, what do we do about it?

The Obama Administration has a plan: take the 5,000 worst schools in the U.S. and give them more than $4 billion over three years to get a lot better — fast. It's the emphasis on speed that makes this endeavor something new. The government has thrown big money at education for decades, with very little to show for it. Even under NCLB, most of the failing schools that were forced to make changes did the bare minimum required by federal mandates.

The White House's new approach amounts to Extreme Makeover: School Edition. Fire the teachers and principals, turn schools into charters, lengthen the day and year, or shut the schools down completely and send the kids elsewhere. These so-called turnaround strategies — which aim to increase test scores, decrease dropout rates and improve classroom culture in short order — are perhaps the most ambitious part of President Obama's education-reform agenda. But it's a high-risk intervention. "This is like telling doctors to pick patients with the most advanced forms of cancer and make them better," says Jack Jennings, president of the nonpartisan Center on Education Policy.

So how often does rapid transformation work? In 2008, the Institute of Education Sciences, the Education Department's research arm, published a guide to turning around low-performing schools that noted that "the research base on effective strategies ... is sparse." In other words, taxpayers are betting billions of dollars on what essentially remains a crapshoot.

**Keep the Kids; Bring In New Adults**

All that said, few would argue with the proposition that radical steps are needed to fix the country's public schools. Champions of the turnaround approach say that where it has been applied properly, the early results are encouraging. Education Secretary Arne Duncan has cited Mastery Charter Schools as a shining example of how to right a capsized ship. So far, Mastery has used the same approach at each of the three schools it has taken over from the School District of Philadelphia since 2006: retain the students, spiff up the place, and bring in new teachers and administrators.

Mastery has already increased test scores by double digits in each school, partially through a "no excuses" philosophy that stresses personal discipline as much as academics. Students noticed the attitude change immediately. "They really brought down the hammer," says Samuel Cowans, a 17-year-old Shoemaker student who was at the school when the weekly food fights and daily brawls gave...
way to uniforms and silent halls. Now a combined middle and high school, Shoemaker requires students to turn in their homework at the beginning of each day.

Duncan has been a big proponent of turnarounds since his days as head of the Chicago Public Schools. There, he shuttered 38 schools between 2001 and 2006, many of those low performing. Parents, teachers and neighborhood activists erupted in outrage with each closing, claiming that the system was giving up on their kids, disrespecting teachers and dismantling an integral part of the community. Violence flared when students from rival neighborhoods were thrown together. After a few years, Duncan switched tacks, keeping kids in their local schools but replacing teachers and staff.

The Chicago school closings are now acknowledged to have been largely unsuccessful. An October 2009 study by the University of Chicago's Consortium on Chicago School Research concluded that most students from shuttered schools did not see any improvement in education quality, mainly because they ended up at schools that were as bad as the ones they had just left. Several turnarounds — same kids, new adults — did show noticeable gains, however, according to a recent Chicago Tribune analysis of city schools. But on the whole, the experiment was a mixed bag.

Duncan is undaunted. He often speaks of transforming the Education Department from the current lumbering bureaucracy that it is into an "engine of innovation" with the ability to try new things if there's a chance they will work. The system can't get any worse, he reckons, so why not reinvent? And as any scientist knows, it often takes many failed experiments to figure out what's going wrong, let alone find a solution for it.

A Corporate Classroom

Like many of the buzziest concepts in education today, turnaround is a term cribbed from the corporate world. Many a failing company has been transformed by new leadership or some sort of reorganization. An education consultancy published a report last year that pointed to Continental Airlines and the New York City Police Department as entities that in the mid-1990s were able to effect "rapid U-turns from the brink of doom to stellar success." (Hence Domino's Pizza's new ad campaign, the Pizza Turnaround, which highlights its efforts to make its core product taste less like cardboard.)

Of course, the education establishment (i.e., the teachers' unions and ed schools) likes to remind critics that children are not cogs and what works for companies may not necessarily work for schools. But the business analogy holds, says Mastery CEO Scott Gordon, if you see kids as customers and schools as the product to be reworked, perfected and sold. Mastery schools operate with obsessive attention to data. Daily and weekly figures on student performance, attendance, tardiness — these numbers are pored over by teachers who are themselves regularly monitored and evaluated. The goal is for every person in the building to be constantly improving.

Gordon believes that if you focus on the performance of the adults and the system in which they operate, student success is sure to follow. The biggest problem with many failing schools, he and others in the turnaround movement say, isn't the kids, the parents or the community — though all three are undeniable factors. The key flaw is that the schools are poorly run. "We are trying to apply modern-management common sense," says Gordon. "Invest in your talent, set goals — continuous improvement, constant
feedback." This differs, he says, from typical public schools, where teachers receive evaluations only once a year — light management exemplified.

The unanswered question is how long Mastery and other new outfits can maintain such high levels of improvement. It's also still unknown whether individual turnaround successes can be replicated elsewhere, or, to borrow another corporate catchphrase, whether such enterprises can be scaled up.

Philadelphia is about to find out. The city is launching a new initiative dubbed Renaissance Schools, which will try to overhaul perhaps more than 10% of the district's schools over the next few years. Given how hard it would be to find entirely new staffs for that many turnarounds, the city recently renegotiated its contract with the local teachers' union to extend the school day and year in Renaissance schools, where staff will get paid more and potentially receive bonuses based on performance.

That doesn't fit the model of wholesale change preferred by turnaround evangelists. But that's another lesson of school reform: half measures are often the best you can do. "There is an opportunity here to fix schools that haven't worked for a long, long time," says Ben Rayer, the chief charter-school liaison for the School District of Philadelphia and former COO of Mastery. "The money and the desire to do so are there now." It's easy to be paralyzed by the enormousness of the task, he adds. "But man, you just gotta start."
The first thing you notice on MTV's *Jersey Shore* is the nicknames. Well, that and the hair, and the thongs, and the leathery tans, and the tattoos, and the hair gel, and the hot-tub sex, and the bar brawls, and the lustily embraced Italian-American stereotypes. But then: those nicknames. There's Nicole (Snooki) Polizzi. Mike (The Situation) Sorrentino. And most spectacularly, Jenni (Jwoww) Farley. For future copy editors of academic histories of mass media, that's two syllables, hyphen optional, and three w's, not in a row.

Like the tetragrammatic name of God, the moniker Jwoww has encoded in it everything you need to understand the world we live in today. The idea that an unknown 23-year-old from Long Island would come equipped with a tabloid-ready exclamatory nickname, like J. Lo or P. Diddy, might, in a more self-effacing era, have seemed presumptuous. Now it's just commonsense branding. If you might be on a reality show, you may as well have a name that pops and precedes you like a well-positioned set of silicone implants. (Oh, also: you should get the implants too.)
For the cast of Jersey Shore — gearing up to shoot Season 2 in the next few months —
camera-readiness is second nature. These are the children of reality TV. In February 1992 — literally a
generation ago — The Real World introduced MTV's viewers to living in public. Ten years ago, Survivor
— now in its 20th season — mainstreamed the idea for older viewers. The Jersey Shore–ites have never
known a world in which hooking up drunk in a house paid for by a Viacom network was not an option.
This year in the coveted post–Super Bowl time slot, CBS showcased not a new drama or sitcom but its
reality series Undercover Boss. (The premiere attracted 38.6 million viewers, the most for a post–Super
Bowl show since Survivor: The Australian Outback in 2001.) In March, Jerry Seinfeld returns to NBC —
as producer of the reality show The Marriage Ref.

Reality is more than a TV genre now. It's the burgeoning career field that led Richard Heene to perpetrate
the Balloon Boy hoax, and Tareq and Michaele Salahi to crash a White House dinner, Bravo TV cameras
in tow. It's the content mill for the cable-tabloid-blog machine, employing human punch lines like Rod
Blagojevich, the disgraced governor turned contestant on Celebrity Apprentice. It's everywhere. When
Scott Brown won an upset Senate victory in Massachusetts, he was joined onstage by his daughter Ayla,
an American Idol semifinalist from Season 5.

In 1992, reality TV was a novelty. In 2000, it was a fad. In 2010, it's a way of life.

The Evolution of a Genre

The summer of the first Survivor season, I wrote a cover story about it for this magazine. The concerns
that the show's popularity raised seem so quaint now: a professor worried its success would lead to "Let's
try a public execution. Let's try a snuff film." We're still waiting for those. But Survivor is still on —
considered, together with the likes of Idol and The Amazing Race, to be relatively tame, even
family-oriented entertainment.

At the time, there were a handful of reality shows on TV. Since then, we've seen 20 Survivors, 16
Amazing Races and 14 The Bachelors. We've seen Chains of Love, Rock of Love, Flavor of Love and
 Conveyor Belt of Love. American Candidate, American Gladiators and American Inventor. Anna Nicole,
Kathy Griffin and Britney & Kevin. Design Star, Rock Star, Nashville Star and Dancing with the Stars. Joe
Millionaire, Average Joe and The Joe Schmo Show. Shark Tank and Whale Wars, The Mole and The
Swan. Fear Factor, The It Factor and The Benefactor. (Coming in 2011: Simon Cowell's The X Factor!)

You can break down reality TV roughly into two major subgenres. The first — the big competition-event
show — descends from Survivor and includes most of reality's big hits: Idol, The Bachelor, The Amazing
Race, The Biggest Loser, Project Runway. These shows mainstreamed reality TV for bigger, broader
(and older) audiences by applying it to familiar genres: game shows, singing competitions, cook-offs,
dating shows.

The other type of reality show descends from The Real World's naked voyeurism. Some of these shows
are about celebrities, former celebrities or pseudo celebrities. Some are about therapy, about work or
about parenting. And many are just about life. Bravo's Real Housewives series is still spreading across
the country like Cheesecake Factory franchises. (The Salahis snuggled up to the President as
candidates for The Real Housewives of D.C.) When Jon and Kate Gosselin drew 10 million viewers to
watch their marriage end on TLC, reality TV proved it wasn't going into middle age quietly.
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益纯 防辐射专家
防止辐射危害 办公也快乐
From Personality to Persona

Big as reality TV is, it's also just a facet of a larger shift in popular culture: changing attitudes toward privacy and self-expression. If you grew up with reality TV and the Internet, your default setting is publicity, not privacy. Mark Zuckerberg, the founder of Facebook, recently argued that sharing has become the "social norm."

Zuckerberg was defending a controversial change in Facebook's privacy settings to make the company's trove of user information more valuable. Still, he has hundreds of millions of users and their college beer-bong photos proving his point every day. Facebook's competitor Twitter is a worldwide agora of valuable information and TMI. You can make your tweets private if you want, but why would you?

Thus comes what you might call the realitization of reality: the evolution of once private, or at least obscure, acts into performance. The diary becomes the blog. The home-movie collection becomes the YouTube channel. The résumé becomes the public search-result page.

And the personality becomes the persona. Every time you sign up for a new social-networking service, you make decisions about, literally, who you want to be. You package yourself — choose an avatar, pick a name, state your status — not unlike a storyteller creating a character or a publicist positioning a client. You can be professional on LinkedIn, flippant on Facebook and epigrammatic on Twitter. What's more, each of these representations can be very different and yet entirely authentic. Like a reality producer in a video bay, you edit yourself to fit the context.

In the workplace, for more than a decade, job-insecure Americans have been told to cultivate "the brand called you." Decide what your strengths are. Focus on your core competencies. Be aware of the bullet points of your identity. The message of both business and leisure today is, Distinguish between the actual and the for-public-consumption self.

Put all these factors together, and reality TV's endless stream of candidates seems inevitable. Every winter, American Idol's audition rounds attract a deluge of self-created characters, who have the formula for getting on national TV down to a science. "I'm the crazy accordion lady/ This is my song," yowls a blue-haired young woman cradling a squeeze-box. The advanced descendants of the costumed screwballs who tried to get Monty Hall's attention on Let's Make a Deal, today's reality performance artists put on virtual costumes — the Bitch, the Horndog, the Drama Queen — to get noticed. In reality TV, privacy and even likability are commodities that can be traded for something more valuable.

Which is? Reality TV is now a valid career choice. The New York Times estimated that at any given time, there are 1,000 people on air as reality TV stars. (That may not seem like a huge number, but compared with, let's say, full-time TV critics, it's quite a healthy field.) For a few talented individuals — say, Idol's Kelly Clarkson or the cooks of Top Chef — this has made possible actual real-life opportunity. Jennifer Hudson lost on Idol but won an Oscar as an actress. Elisabeth Hasselbeck went from eating bugs on Survivor to chewing out Joy Behar on The View.

And for others, it has enabled a life of lucrative famousness for famousness. Members of the cast of The Hills, for instance, reportedly earn up to $90,000 an episode; the Real Housewives, about $30,000. Hills
star Heidi Montag has released an album, launched a clothing line, even, God help us, co-written a book. Co-star Audrina Patridge at one point received $10,000 to party at a nightclub for two hours. Reality star Kim Kardashian reportedly nets $10,000 for each product she endorses on Twitter. How much money did you make in the last 30 seconds?

Will Offend for Fame
Of course, you don't reach that level of success without working for it. Kardashian, for instance, didn't get her show until a sex tape of her and an R&B singer became public. Which is another lesson of reality TV: outrageousness pays.

And the more reality TV there is, the more outrageous you have to be to break out. Nadya Suleman, or Octomom, parlayed a horrifyingly dangerous multiple birth into a reality special, ending up — like her apparent model, Angelina Jolie — on the cover of Star magazine, showing off "My New Bikini Body! How I Did It!" Richard Heene convinced the world that his 6-year-old son was hurtling toward his death in a balloon. But as the veteran of ABC's Wife Swap knew, the show he was pitching — eccentric storm-chasing scientist and his wacky family — wouldn't even raise an eyebrow on a cable schedule.

But what message is it all sending? The viralization of people like American Idol's General Larry (Pants on the Ground) Platt and William Hung before him has led to the charge that reality TV invites us to laugh at little people for sport. The fame of Jersey Shore's tanning-bed casualties and others brings the critique that reality TV celebrates violence, sluttiness (male and female) and other bad behavior.

These charges are so contradictory as to cancel each other out. How, exactly, can reality TV mock its participants and celebrate them at the same time? In fact, the audience's relation to reality shows is more complicated. People don't watch Jersey Shore because they consider the Situation a role model. It's entertaining because the show is basically satire, a pumped-up spoof of bigger-is-better American culture. (Quoth Jwoww: "I see a bunch of, like, gorilla juice heads, tall, completely jacked, steroid, like multiple growth hormone — that's, like, the type I'm attracted to."

One of the biggest proponents of the idea that reality TV appeals to the worst in us is ... reality TV. Case in point, Susan Boyle. When she showed up, unpolished and dowdy, and blew the doors off Britain's Got Talent in her singing audition, it was hailed as a sign that we were finally getting sick of the ugly, snarky culture of reality TV. Did you see her wipe the smirk off Simon Cowell's face? The judges were ready to laugh at her, but she showed them that looks aren't everything! Well, yes, except that Boyle's entire "subversion" of reality TV was set up, framed and milked by a reality show.

Reality shows showcase plenty of bad behavior, but they also presume a heavy moralism on the part of the audience. Survivor is known for its self-rationalizing, situational ethics. Anything you do to win can be justified as playing the game. But part of the reason fans become involved in the show is that they get invested in the good guys and bad guys.

Look at the title of Survivor's 10th-anniversary season, starting this month: "Heroes vs. Villains" — that is, those who played decently vs. those who "just played the game." Plenty of fans were entertained by
Richard Hatch, who lied his way to the first-season title (often while buck naked). But a million dollars and one tax-evasion conviction later, do they admire him?

The main dangers of reality TV aren't to the viewers but to the participants and those around them. The Heenes were lucky the Balloon Boy hoax was just embarrassing and not deadly. But the sleaziest, and saddest, aspect of their whole story was the implication that their kids were being raised to think it was all a normal thing that people do to help the family business. As Falcon Heene blurted to his dad on Larry King Live, "You guys said that we did this for the show."

DJ Adam Goldstein, a.k.a. DJ AM, died last year of an overdose resulting from a drug relapse — while making a reality show about drug abuse for MTV that brought him close to his old temptations. NBC's The Biggest Loser casts ever-heftier contestants and subjects them to ever-more-stressful challenges, to the point where it seems a competitive-eating reality show would be healthier. Sometimes it's the producers, not the viewers, who could use the reminder that it's not O.K. to do whatever it takes to win the (ratings) game.

**Why Reality TV Is Us**

But there's more to reality TV than fame-crazy lunatics, 'roid-raging meatheads and silicone drama queens wearing little more than craftily deployed censors' pixelation. A decade after Survivor, reality TV has become too vast and diverse a genre to be defined by any one set of especially lousy shows. And for all of everyone's worries 10 years ago, reality TV hasn't crowded "quality shows" off the air. The past 10 years of scripted shows — The Wire, Battlestar Galactica, The Office, Mad Men — are the strongest TV has ever had. (One genre that reality may be crowding out is soap operas. As the World Turns is ending, as did Guiding Light, their appeal supplanted by the immersive serial dramas of Jon & Kate, among others.)

In the best cases, reality and scripted television have reached a kind of symbiosis. It's not just that reality shows have learned to structure themselves like sitcoms and dramas. Many of the best TV shows of the '00s lift heavily from reality TV or would have been impossible without it.

Lost, for instance, began as an attempt to create a drama version of Survivor. Several of TV's best comedies — the American and British versions of The Office, Parks and Recreation, Arrested Development and Modern Family — have borrowed directly from reality TV's format of vérité filmmaking and "confessional" interviews with the characters.

Maybe the best example yet of the reality-fiction alliance is Fox's high school choir spoof Glee, which, in essence, is American Idol in teen-dramedy form. It is a literal re-creation of the pop appeal of Idol (just like Idol's, Glee's songs fly to the top of iTunes on a weekly basis). And it's also a critique of the American Idol culture that made it possible. In the words of Rachel (Lea Michele), "Nowadays, being anonymous is worse than being poor."

The best reality shows can be much more engrossing, complex and diverse than your average TV cop show. Last year The Amazing Race included the team of bisexual screenwriter Mike White and his gay minister father Mel White, giving a more nuanced, less stereotypical portrayal of both sexual orientation and faith than most big-network dramas would.
The past decade has seen experiments like documentary maker Morgan Spurlock's *30 Days* for FX, a brilliant trading-places switcheroo. (For instance, an anti-immigration militant spent a month living the life of an illegal alien.) *Wife Swap* is an intriguing show about American subcultures (homeschoolers, political activists, etc.) and the natural tendency of parents to secretly judge one another. TLC's *19 Kids and Counting*, about the fecund Duggars, may be an extreme-parenting freak show, but it's also a series about the life of a deeply religious family, a rare subject for TV dramas today.

Even MTV, home of *Jersey Shore*, has the high-minded *16 and Pregnant* (which often features working-class families, who scarcely exist in network drama nowadays); *The Buried Life*, about four friends who travel the world helping people accomplish things they want to do before they die; and *My Life as Liz*, a sort of reality *My So-Called Life* about a high school outcast in small-town Texas.

Are any of these MTV shows as big or as widely hyped as *Jersey Shore* (which got nearly 5 million viewers for its season finale)? No. But that is on you and me, not on reality TV. And even in the cheesiest reality shows, there is an aspirational quality, a democratic quality, a quality that's — yeah, I'll say it — American. "American" in the sense that what is true of countries is true of TV genres: their worst traits are inseparable from their best ones.

In the basic criticism of reality TV — that it makes people famous for nothing rather than rewarding hard work — is a Puritan streak that is as old as Plymouth Rock: Seek thou not the Folly of Celebrity, but apply thyself with Humility to thy Industry! Well, that's one strain of American values. But there are other American ideas that reality TV taps into: That everybody should have a shot. That sometimes being real is better than being polite. That no matter where you started out, you can hit it big, get lucky and reinvent yourself. In her own way, Jwoww is as American a character as the nobody Jay Gatsby heading east and changing his name.

And most important, that you can find something interesting in the lives of people other than celebrities, lawyers and doctors. In CBS's new *Undercover Boss*, executives go incognito to work in entry-level jobs in their companies. In the premiere, Larry O'Donnell, president and COO of Waste Management, picks up litter and cleans toilets. He learns that a woman driving a garbage route has to pee in a coffee can to keep on schedule; trash sorters are docked two minutes’ pay for every minute they're late from their half-hour lunch. He's horrified; he's humbled; he vows to help his workers out.

There's plenty to criticize in *Undercover Boss*. The show is moving but it's also manipulative and infuriating. Yes, O'Donnell hands out raises and rewards to the nice people we've met. It makes him (and us) feel good. But company-wide — economy-wide — there's no reason to believe things will get better for the overstressed workers who didn't get on TV.

But here's the thing: you, watching the show, have the tools to come to that conclusion. You've held a job. You know how companies work. And one thing reality TV has trained people to do is to be savvy about its editing. That's how people watch reality TV: you can doubt it, interrogate it, talk back to it, believe it, or not.

And either way, what you're left with is a prime-time TV show about topical concerns, at a time when people would like to see some humility in our CEOs; a show, like Discovery's *Dirty Jobs*, about toilet
cleaners and garbage pickers and other people that "quality TV" rarely takes notice of; a show, at heart, about how absolutely crazy-hard ordinary people work.

You also — in the worn-out but cheerful employees — see a testimony to the incredible camera-readiness of the American public. How did O'Donnell manage to work unsuspected among his employees? He told them he was "Randy," a host making a reality show, natch, about entry-level jobs.

And what could be more natural than that? What could be more normal, in an age of ubiquitous media, than to take a stranger for a ride on your garbage truck and complain about your supervisors to the cameras? TV calls, and you must answer. It is as if, as a society, we had been singing in front of a mirror for generations, only to discover that now the mirror can actually see us. And if we are really lucky, it might just offer us a show.

Top 10 Reality TV Shows

Survivor
The game show took The Real World's voyeurism, added a $1 million prize, divided contestants into tribes and coined the phrase "voted off the island".
American Idol
Simon Cowell’s sing-off showed that reality could be a real celebrity maker, creating platinum sellers and an Oscar winner and launching hits on iTunes.

The Bachelor
It revived and supersized the dating show, paving the way for Flavor Flav, Tila Tequila and their love- (or fame-) starved suitors.
Newlyweds
Jessica Simpson wedded Nick Lachey and found herself challenged by the zoological classification of canned tuna. The show proved that reality TV was safe for celebs.

Project Runway
Heidi Klum and Tim Gunn classed up the joint with a show that professionalized reality TV and won the respect of fashion-industry pros.
Real Housewives of Orange County

Also known as *The Hills for Your Mom*, *Real Housewives of Orange County*, like MTV's serial, gave us the upscale reality soap, detailing its subjects' lives, loves and discretionary purchases.

Jon & Kate Plus Eight

It started as an innocent show about two people parading their kids on TV for money and fame. But it blew up into a tabloid megabreakup saga.
Jersey Shore
With its fake tans and Flintstones pecs, this hormone-heavy story washed up on the beach to show that reality wasn't getting shy or going away.

The Osbournes
The show offered a rare glimpse at the domestic life of one of the world's most undomesticated stars: Ozzy Osbourne. There were nearly as many bleeps as actual words in the episodes as Ozzy, his wife Sharon, son Jack and daughter Kelly, allowed cameras inside their home. The series had no boundaries showing explosive fights, Sharon's battle with cancer and Ozzy's near-death ATV accident in raw detail.
热销排行 TOP 10
狂销破 3000件

累计销售 7000件

名媛质感链饰方包
原价 49 减价 39

图藤扣环大方包 ￥39
MTV's *The Hills*, a spinoff of the original, *Laguna Beach*, blurred the lines between reality and scripted television by setting the stage for dramatic encounters and heated conversations between their cast of characters. It also launched the careers of author and fashion designer, Lauren Conrad and recording artist and plastic surgery addict, Heidi Montag.
McDonald's Chef: The Most Influential Cook in America?

McDonald's chef Daniel Coudreaut is rethinking the food part of fast food

Simon Hayter / Getty for TIME

Correction Appended: Feb. 12, 2010

On some level, the very idea of a McDonald's chef sounds preposterous. Burgers, fries, the McRib — is this really the work of a chef? The food at McDonald's tastes partly of nostalgia and partly of marketing; the rest is surely salt.

And yet — have you eaten at a McDonald's lately? In the past five years, the company has started to serve genuinely edible salads, unlike those dry iceberg-and-carrot things it used to offer. The Southwest Salad, which appeared in 2007, comes with a lime wedge and a credible corn salsa. Similarly, the new Angus Third Pounders — a line of relatively expensive and meaty hamburgers that have 66% more beef than a Big Mac and less bread — are just as tasty as the triple-the-price burgers at T.G.I. Friday's.

I'm not the only one who thinks so. After all the bad press in the early '00s — the company has been blamed, with some justification, for the global rise in obesity — McDonald's is enjoying a heady resurgence. Each day, it feeds some 26 million Americans, 2 million more than it did in 2006. In the past five years, the McDonald's Corp. share price has jumped from below $30 to above $60.

McDonald's has doubtless benefited from the weak economy — its low-cost, seemingly healthy Snack Wraps (soft tortillas filled with chicken, lettuce and cheese) are perfectly positioned to feed a nation simultaneously worried about money and fat — but the company's boom actually began in 2006, before the recession hit. A major reason was the improvement in its menu. A glowing Feb. 2 Goldman Sachs analyst's report on McDonald's is typical of Wall Street sentiments. The report says McDonald's is "stepping up investment when peers cannot" and cites the "strong new product pipeline" as a key factor.

It turns out there's a chef at the beginning of that pipeline — a cook who trained at the Culinary Institute of America and who once ran the gracious kitchens at the Four Seasons Resort and Club outside Dallas. The Southwest Salad, the Angus burgers, the Snack Wrap — they all emerged from the food laboratory
of Daniel Coudreaut, 44, whose business card reads "Director of Culinary Innovation, Menu Management" but who likes to go by Chef Dan.

In a move that could be the New Coke of Coudreaut's career, his kitchen has created the Mac Snack Wrap, or Mac Wrap for short. The Mac Wrap is the first new version of the Big Mac the company has introduced since the iconic burger was launched in the 1960s. The Big Mac remains on the menu — the company isn't stupid — but executives were so fearful of spinning off a variant that internal negotiations and testing took a year. "Don't touch" was the attitude toward the Big Mac when he arrived, says Coudreaut. The fact that the top brass allowed him to remix it is both an expression of the company's faith in him and a signal that McDonald's once again feels strong enough to take risks.

The rollout for the Mac Wrap began quietly in December, but by last month, when it became the subject of a major ad campaign, the Mac Wrap was in all 14,000 U.S. McDonald's. For all that, it is a strange, simple little invention. To make a Mac Wrap, you take about half the interior of a Big Mac — a single beef patty, three quick squeezes of special sauce, less lettuce, less cheese, fewer pickles, fewer onions — and wrap the software in a tortilla instead of stacking it on a sesame-seed bun. McDonald's serves the Mac Wrap for only $1.50; it has just 330 calories, 210 fewer than the Big Mac. The wrap offers a familiar taste without the guilt, but that's not to say it's good for you. More than half its calories come from fat, and a single Mac Wrap has 690 mg of sodium — almost as much as in an entire Quarter Pounder (730 mg). One Mac Wrap contains 46% of your recommended daily allowance of salt.

Public-health advocates will surely assail the company for creating the wrap, partly because you have to eat two to feel full (at which point you would have been better off ordering one Big Mac). But I wanted to know about the man behind it, this guy who thinks he can tinker with a paragon of Americana as durable as the Big Mac. Coudreaut might call himself Chef Dan, but isn't he just a p.r. stunt, a suit masquerading in chef's whites?

The Secrets of Celery Root
The youngest of five, Coudreaut grew up in Ossining, N.Y., not far from New York City. From around age 7, he was his mom's helper at mealtimes and kept a written inventory of ingredients in the pantry. At 14, he got a job washing dishes at a diner where the chef-owner let him look over his shoulder at the stoves. For a while, Coudreaut thought he might want to be in show business, and as a kid he got small roles in TV commercials and an off-Broadway play. He also went to business school, but all the while he kept cooking, and at 28, he enrolled at the Culinary Institute.

In 2004, Coudreaut arrived at McDonald's headquarters, a sprawling, bosky campus in Oak Brook, Ill., outside Chicago. His kitchen, which is on the third floor of the main building, is the sort you would see in the back of house at an expense-account restaurant. It features granite countertops (requested by Coudreaut), a giant Wolf range that cost more than most McDonald's employees make in half a year, and a salamander, a device that professional kitchens use to brown food before serving.

On the day I visited, Coudreaut was experimenting with some very non-McDonald's ingredients: celery root, broccoli rabe, wild salmon, hazelnuts, candied orange rind. There was a huge pot of veal stock simmering on a back burner of the Wolf. He seemed to want to prove his culinary skills, and he did — he made a delicious lunch — but what does any of this have to do with creating food at a real McDonald's?
The answer is that every great manufacturing company runs a crazy R&D department, a place where mad scientists get to fiddle with toys and produce one or two breakthroughs a year. Coudreaut and his staff of 16 consider approximately 1,800 ideas for new menu items each year, but only a couple — or in an atypical year, as many as five — make it onto the menu. Few stay permanently.

Coudreaut and his team spend most of their time playing with ingredients far more practical than broccoli rabe and celery root. Most days, they work with chicken and apples and beef. Facing the kitchen through a glass wall is a large sign reading "It's Not Real Until It's Real in the Restaurants."

That's a highly corporate way to think about food — celery root is certainly real, so real that it's covered in dirt when you buy it at the supermarket — but McDonald's is, after all, a corporation. Coudreaut may be a chef, but his employer is no restaurant. McDonald's Corp. is largely a holding company, a middleman that works between restaurant owners and food suppliers. It provides franchisees with inexpensive, processed ingredients and — this is where Coudreaut's team and other development people come in — a guarantee that new menu items have been tested and tweaked and retested so they can come out looking and tasting roughly the same in every McDonald's in every part of America. (Teams led by other chefs work on other continents; that's why McDonald's has used rice patties as burger buns in Hong Kong and Taiwan and now offers a whole-shrimp sandwich on a steamed bun in Japan.)

And anyway, there is literally not enough celery root grown in the world for it to survive on the menu at McDonald's — although the company could change that, since its menu decisions quickly become global agricultural concerns. Not long after he arrived at McDonald's in 2004, Coudreaut added to the menu an Asian salad that included edamame. The Soyfoods Council, a trade group, immediately got calls from consumers across the nation looking to buy edamame at their grocery stores. "Now you can find it in supermarkets all over," says the council's executive director, Linda Funk, who has even seen the immature soybean pods sold near her small hometown of Janesville, Wis.

Nothing gets on the menu at McDonald's without the approval of hundreds of people: marketers, franchise representatives, engineers who specialize in food hold times, operations managers who know precisely how far refrigerated trucks can drive before food rots and money people who have read reams of market research that has relentlessly focus-grouped every ingredient combination that could be part of a Snack Wrap.

The franchisees are a particularly important constituency, since they pay for the equipment to produce any new menu item. They often have ideas for Coudreaut's team to appraise — the Angus burgers were co-developed with a group of California franchisees — and they often push back against odd-sounding creations like one of Coudreaut's failures, a breakfast Snack Wrap made with a crepe that held vanilla cream cheese and fruit. ("Why it didn't work is because we served it cold," Coudreaut says. "We serve hot food. Even our salads, we serve warm chicken on top.") The testing process is painstaking: it took two years for the Angus Third Pounders, the company's first new burger in eight years, to get on the menu.

When I visited his kitchen, Coudreaut made an exquisite endive and poached-pear salad with dried cherries and mustard-seed dressing. Say he wanted to put that salad on the menu. Among his first steps would be to go to the produce experts at McDonald's and ask about endive. He imagined the answer he
would get: "Well, Dan, you're gonna have to get somebody to grow it. And that's not hard to do, but it's gonna take three years."

So then Coudreaut might consider mixing the endive with more commercially available lettuces, a step that would reduce the lead time. What about the mustard-seed dressing? You could do that even faster, plus it's a "great flavor combination with the cherries," he said. Except there's a problem with cherries: you can never guarantee that all the pits are out. Imagine the lawsuit from the guy who breaks a tooth on a pit. So you end up with only the pears. They are widely available and have a great shelf life. Coudreaut poached the pears he served to me in gewürztraminer. McDonald's could never do that for its outlets, but what if you softened pear slices in a poaching liquid other than wine — a step that would both enhance flavor and extend hold time? "Why couldn't we do a signature poached pear?" Coudreaut asked, getting very excited.

At just this point in our conversation, the McDonald's p.r. executive who was with us — an elegant British woman named Danya Proud — coughed rather loudly. Coudreaut trailed off. R&D is secret at every company.

Building a Better Big Mac

Of course, this is still McDonald's, which means Coudreaut's food must eventually be so simple that a high school dropout can make it. And so, culinarily speaking, McDonald's moves in baby steps. Before Coudreaut, the company had never asked its cooks to brush a glaze onto a chicken breast before setting it on a salad. Now glazing the chicken is standard, which is one reason the salads taste so much better.

Coudreaut's quest to improve on time-honored formulas is what led him to the Mac Wrap, a product that will be a good experiment in whether the eating habits of McDonald's customers can be nudged in new directions. Coudreaut's immediate boss, vice president of menu management Wade Thoma, had to push hard inside the Oak Brook headquarters to sell the idea that the Mac Wrap is, in Coudreaut's words, "how people are eating today — on the go, in smaller portion sizes." Smaller doesn't necessarily mean healthier, though. McDonald's is acutely aware of the criticisms about the food it has sold for the past half-century, but in the end, it also knows that very few McDonald's customers have read Fast Food Nation, a scathing indictment of the industry, or seen the 2003 documentary Super Size Me, in which a filmmaker ate only McDonald's for a month and — shockingly — got fat. Instead, McDonald's has learned to focus on balance: you add a healthy Southwest Salad, and then you add a rich Angus burger. Also, you don't mess with the fries. Coudreaut could never mess with the fries.

Still, it's nice to know McDonald's employs a dreamer. In addition to that endive salad, Coudreaut sautéed a very simple wild-salmon fillet for me — just salmon seasoned with salt and pepper and cooked in olive oil. Four ingredients. I asked why four ingredients couldn't work at McDonald's. Coudreaut thought for a moment and gave a half nod, half shrug. "Maybe five years from now," he said.

*The original version of this article misstated that McDonald's has used rice patties as burger buns in China. It was in Hong Kong and Taiwan.*
The Disaster Diet

By BOBBY GHOSH Monday, Feb. 22, 2010

Tons of specifically formulated cookies have been distributed in Port-au-Prince.
Ariana Cubillos / AP

When I was in Haiti covering the aftermath of the Jan. 12 monster earthquake, friends from around the world e-mailed or called to ask what it was like. Was the damage as extensive as it seemed on TV? How were the survivors coping? The question I was asked most of all: What are they doing for food? Many friends didn't believe my answer: "They're eating cookies."

Across the quake zone, relief agencies were quickly distributing some 30 tons of high-energy cookies that the World Food Programme (WFP) developed for just this kind of emergency. Each 100-g packet--that's roughly the weight of two Snickers bars--delivers 450 calories of energy, a bunch of vitamins and minerals and up to 15 g of protein and 15 g of fat. Oh, and no more than 15 g of sugar. This is meant to be survival food, not Red Bull in solid form.

The WFP says a grown man should consume five packs of these cookies a day. But few Haitians were getting that many in the chaotic days after the quake. In the tent cities that sprang up all over Port-au-Prince, I frequently saw entire families sharing one person’s rations.

Even where the distribution was going smoothly, overburdened relief workers weren't always able to explain how and when to eat the cookies, officially referred to as biscuits. Some people scarfed down
their entire five-pack quota in a single meal, leaving them feeling ill; others thought they should eat only one pack a day. "There's a lot of confusion out there," said Raymond Chevalier of the Adventist Development & Relief Agency. "But even if people are getting some cookies to supplement any other food they can find, that will keep them going."

I decided to put that theory to the test, reasoning that it would improve my understanding of what the quake survivors were having to endure. For five days, I ate a single packet of cookies a day, splitting them between lunch and dinner. I also drank a lot of water, some coffee and a glass of fruit juice daily. (And, yes, I did note the irony that hundreds of thousands of quake survivors were going on the Haitian version of the Hollywood Cookie Diet, which has helped various celebrities fit into their skinny jeans.)

But as I began to observe firsthand the scope of the devastation, it didn't take long for me to realize my experiment was not bringing me any closer to the Haitians' experience. Even if I were able to approximate the feeling in their bellies, that was nothing compared with the trauma of losing their homes and loved ones.

Chevalier was right about one thing, however. The cookies did keep me going. I felt no loss of energy or strength and no unbearable hunger pangs.

By the time I left Haiti, my belt was two notches tighter. But I wouldn't recommend the cookies as a weight-loss regimen. For starters, they taste like cardboard. Literally. Even Nicole Menage, the WFP procurement director, admitted that the cookies are "probably not extremely delicious." I had been especially unlucky in that my batch was made in Ecuador. Menage said the next Haiti-bound shipment would be coming from Turkey and have a bit more flavor. Alas, it's vanilla.
This Valentine's Day, more of us than ever will be looking for love online. And if recent studies are any guide, relatively few women on mainstream dating sites will bother to respond to overtures from men of Asian descent. Likewise, black women will be disproportionately snubbed by men of all races. Yes, even though America has been flirting intensely with a postracial label for some time, color blindness is not upheld as an ideal in the realm of online romance. On some sites, it's not even an option.

Chemistry.com requires users to identify their ethnicity; like eHarmony, it considers members' racial preferences when suggesting matches. Match.com lets users filter their searches by race. The site's profiles include space to indicate interest (or lack thereof) in various racial and ethnic groups. But after Jennifer House, a black woman in Los Angeles, perused one too many profiles only to find the guys had checked off every box except African American, she changed her strategy. "Now I look at that section first so as not to get my hopes up," she says.

Racial preferences — or, as some call them, biases — are easier to observe on these sites than in offline settings. Behind computer screens and cutely coded user names, people clearly communicate things about race that few would ever say aloud in a bar.

For example, a study published last year in Social Science Research examined 1,558 profiles that white daters living in or near big U.S. cities placed on Yahoo! Personals, which, much like Match, lists 10 racial and ethnic groups users can select as preferred dates. Among the women, 73% stated a preference. Of these, 64% selected whites only, while fewer than 10% included East Indians, Middle Easterners, Asians or blacks.

The story is a little different for the men, 59% of whom stated a racial preference. Of these, nearly half selected Asians, but fewer than 7% did for black women. Why? One theory offered by the study's lead author, Cynthia Feliciano, a sociologist at the University of California at Irvine, is that men's choices are influenced by the media's portrayal of Asian women as being hypersexual and black women as being bossy.
The people running OkCupid.com have a less nuanced explanation. In October, the free dating site, 80% of whose members choose to input their race, studied the messaging patterns of more than a million users and concluded on its official blog that "racism is alive and well."

After attempting to control for attractiveness (using something OkCupid calls a picture-rating utility) and compatibility (on the basis of answers to questions covering everything from spirituality to dental hygiene), the study found that black women garnered the fewest responses of any female group. White women responded at much higher rates to white men than to men of color. Asian women's and Latinas' response rates showed even stronger preferences for white men. (The site's latest eye-opening study determined which types of profile pictures elicit the most responses. To all the single ladies: the older you are, the more cleavage you should show.)

But do racial preferences amount to racism? Or is overlooking an entire ethnicity as innocuous as filtering out redheads or people under a certain height? "Just because you take race into consideration in your dating preferences and are aware of race doesn't make you racist," says Dr. Nicole Coleman, a psychology professor at the University of Houston. Minorities who prefer to date within their own race or ethnicity — and who look for potential mates on niche sites like BlackPeopleMeet.com and Amor.com — would probably agree with her.

Even for those who hate the idea of racial preferences, such stipulations can be a useful barometer for finding a person with shared values. Says Bostonian Karen Schoneman: "I tend to have a negative reaction toward a man who indicates race preferences, whether it excludes me as a white woman or not." When she sees evidence online of what she regards as narrow-mindedness, she skips right to the next profile. One click closer, maybe, to postracial eHarmony.
If you could go back and tell yourself to not do one thing during the financial crisis, what would that be, and why?
—Kathy Ackerman, Minneapolis
I've obviously thought about this a lot, and I believe that the major decisions we made were the right ones. But I've got a list of things that I would like to have done better. For instance, when we sent the Troubled Asset Relief Program [TARP] proposal to Congress, it was a three-page outline. It was not intended to be a complete request. It was intended to be a starting point for negotiation. I wish now we had said that.

As Treasury Secretary, what was your greatest strength and your greatest weakness? —Debra Turner, New York City
I would think my greatest strength was decisiveness. My biggest weakness was public speaking. I never was able to let the American people know that the bailout was not about the banks but about Main Street and how a collapse of the financial system would be devastating.

More than a year after TARP launched, do you think it's working? —Matthew Thacker, Bowling Green, Ohio
I believe it is working very well. Remember, the purpose was to stabilize the financial system. If the system had collapsed, we would have had economic Armageddon.

What day or moment during the financial crisis do you remember most? —Carlos Lopez, Tulsa, Okla.
I remember Sunday, the 14th of September, 2008, when we realized that despite everything we tried, we didn't have the authority to prevent the failure of Lehman Brothers. It was going to be ... Catastrophic is too strong a word, but it was going to be a big problem.

Why are so many government officials from your former company, Goldman Sachs? —Mark Wolfinger, Evanston, Ill.
When I looked to bring people in to work with me, I was looking for people who had the skills and the
experience and were willing to do the job. I was fortunate to work in a firm where government service was stressed as a virtue.

The credit crunch wasn’t as hard on Goldman Sachs as it was on some other companies. Why then did it still ask for money under that first set of bailouts in 2008? —Mulkahe Ade, London

We brought nine big banks into Treasury and asked them to all take capital [voluntarily]. That made it easier for many other banks to do so. In a crisis, we have what some people term the tallest-midget syndrome. Bankers don’t want to be perceived as being weak, so they say, "I'm healthy, I'm strong, I don't need it" — right up until they do.

What is the best approach, if there is one, for resolving the "too big to fail" issue? —Lawrence Lin, Taipei
If I could boil it down to one recommendation, it is that we need strong resolution authority so that any failing institution can be liquidated in a way that does not damage the financial system overall. Then taxpayers will never again have to come in and provide a bailout.

Do you think there is such a thing as a rational market? —Femi Awolusi, Denver
I believe in markets, but I don't believe that you can have unregulated, unfettered markets. Since the beginning of time, they have been prone to excesses. The key thing is to make sure we have a regulatory system that can evolve with the markets.

Do you believe global financial regulation will ever be a reality? —Mark Morsi, Copenhagen
I don't think we will ever have global financial regulation. I'm not sure we ever should. I don't see that as being problematic as long as we have good global coordination.

What can the average person do to help the national economy? —Soyeun Yang, Superior, Colo.
It just really comes back to all the virtues we've been taught since we were born: hard work, education, having the proper skill set. Americans, in my judgment, are the most entrepreneurial, innovative people in the world. Sure, we have our problems, but I can't find another major economy that doesn't have more serious ones.
Hut, Hut ... Boom

The fixes proposed in your cover story to reduce head injuries in football are all worthy considerations [Feb. 8]. I have a couple more. Rugby players tackle and engage at full speed without equipment. They are taught early on not only to keep their head up but also to keep it behind the ballcarrier, not in front as American-football players do. Also, get rid of the face mask. Even more than the helmet, it provides a false sense of security. There’s nothing like losing your front teeth to remind you of the correct body position in contact.

Jim Mathias, LEWISBURG, PA.

Before the advent of the face mask, the helmet was never used as a weapon, and blocking and tackling were taught—and practiced—with the shoulders. Without the mask, you’d have a few more broken noses but far fewer brain injuries.

Mark ORISTANO, DALLAS

Limiting the size of the players, with enforced regular weigh-ins, would reduce the severity of serious injuries. It works in boxing and wrestling. Why not in football?

Russ Atkinson, LOS ALTOS, CALIF.

As long as people play football, there will be football-related injuries. We should do what we reasonably can to keep players safe, but life is full of risks, and if you live in fear of them or try to mitigate them out of existence, you take the joy out of living—or, in this case, the game.

Leigh St. Clair, LITITZ, PA.

Teens and Football

Buzz Bissinger’s article should be required reading for all athletes in high school and their parents [Feb. 8]. I am a certified athletic trainer working at a private high school, where I see many concussions every year. High school football players idolize the pro players and want to emulate their toughness. Until high school players see their heroes talking about the importance of head injuries and until coaches at every level educate players in the correct techniques, we will continue to have unnecessarily large numbers of high school injuries.

Ron Hutchins, ALBANY, N.Y.

Score This!
As a public-school teacher, I have witnessed the downside of teachers’ unions and agree with Joe Klein’s “Failing Our Schools” in some respects [Feb. 8]. However, using only test scores as a gauge for accountability—as required for the Race to the Top funding that Klein extols—doesn’t allow administrators to fully evaluate how successful and hardworking a teacher is. Socioeconomics, student support at home and how students are grouped from classroom to classroom may stack results to favor some teachers and unfairly disadvantage others. The unions and government must work together to establish fair accountability and a system of reward for merit.

Ryan Mehigan, MANSFIELD, MASS.

Does Klein recall the final exam of his high school senior English course? If he believes standardized testing is such an effective indicator of teaching success, did he succeed in his chosen profession because of that exam or despite it? Is that what he remembers most clearly about the greatest teachers he had? Or was it something else?

Mark Cebulski, MILWAUKEE

Lie of the Needle

Your article on the threat of hepatitis B stated that the illness is spread through unprotected sex, sharing of needles or acupuncture [Jan. 26]. This statement is incorrect. It perpetuates a myth and unfairly portrays the legitimate health care profession of acupuncture in a negative light. Acupuncturists in the U.S. have master’s degrees and thousands of hours of classroom and clinical training in preventing and treating diseases. A 2001 study in the British Medical Journal found that in 34,407 treatments by 1,848 professional acupuncturists, there were zero instances of transmission of hepatitis or any other disease. Performed by a licensed professional, acupuncture is a safe method of treatment.

Daniel Hsu, NEW YORK CITY

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NOTEBOOK

The Moment

By MICHAEL GRUNWALD Monday, Feb. 22, 2010

It's not like new Orleans ever needs an excuse to party, but the city's first Super Bowl win provided the best reason to ratchet up Mardi Gras a week early. It was a long-overdue celebration--not just for the Saints, after 43 years of bag-over-their-heads futility, but also for the Big Easy itself, after four-plus years of post-Katrina pity parties. It was a night to stop feeling sorry. New Orleans is still a high-poverty, high-anxiety mess. Some of its neighborhoods have barely begun to rebuild, and it's still outrageously vulnerable to coastal storms. Its levees are too weak, and the wetlands that once protected it from hurricanes continue to melt into the Gulf. But the Lombardi Gras felt like a new beginning for a who-dat city of underdogs--especially coming just days after its black and white residents came together to install new adult leadership in the form of Mayor-elect Mitch Landrieu. Maybe he can combine the bold vision of Saints coach Sean Payton with the brilliant execution of quarterback Drew Brees. It won't mean much if the next storm wipes it all away. What New Orleans still needs most is what carried the Saints to victory: a strong defense.

The World

By Harriet Barovick; Laura Fitzpatrick; Claire Suddath; Alyssa Fetini; Frances Romero; Kristi Oloffson; Kayla Webley Monday, Feb. 22, 2010

1 | Iran

A Push for Sanctions

President Obama vowed prompt U.N. sanctions against Iran after Tehran announced it had begun a program to enrich uranium, which the West fears could be used to build nuclear weapons. Iran's announcement was effectively a rejection of last year's U.S. offer to convert Iranian uranium into medical isotopes in a third country. The new sanctions would target members of Iran's Revolutionary Guards Corps, who are thought to control the nuclear program. Russia is expected to support the measures, but China, one of the five veto-wielding members of the Security Council, has cautioned against them.

Iran says it will enrich its uranium to 20%

[The following text appears within a chart. Please see hardcopy or PDF for actual chart.]

Nuclear-power-plant grade 3.5%

Medical-isotope grade 20%
Nuclear-weapons grade 90%

2 | Mexico

Rain Causes Deadly Floods

Unusually heavy rains that began Feb. 3 have caused floods in the Mexican state of Michoacán, on the central Pacific coast, and in Mexico City, the nation's capital. At least 40 people have died; a dozen others were missing after a mudslide covered a busy highway. More than 3,000 homes near the capital were flooded, leaving some residents homeless as further rainstorms threatened to approach the area.

3 | Costa Rica

First Woman President Elected

Former Vice President Laura Chinchilla won a Feb. 7 vote to become the first woman elected to lead Costa Rica. A protégé of the outgoing President, Nobel Peace Prize winner Oscar Arias, Chinchilla is expected to continue Arias' economic policies and his efforts as peace broker in the region. A social conservative, Chinchilla opposes gay marriage and abortion and has promised to combat the country's increasing crime rate.

4 | Sri Lanka

Opposition Leader Arrested

Some 2,500 supporters of Sarath Fonseka took to the streets to protest the retired general's arrest on Feb. 8 for "committing military offenses." Fonseka had challenged President Mahinda Rajapaksa in a Jan. 26 election, the country's first since the end of a 26-year civil war last May. Former allies, the two quickly became foes, with Fonseka alleging election fraud and claiming that his life was threatened following Rajapaksa's victory. Fonseka is set to be court-martialed at a later date.

5 | Ukraine

A New Leader (Sort of)

In the country's Feb. 7 presidential election, former Prime Minister Viktor Yanukovych defeated sitting Prime Minister Yulia Tymoshenko by 3.5 percentage points. Though the vote received high marks from international election monitors, Tymoshenko refused to concede and signaled that she may ask for a recount. Tymoshenko may be hoping for a repeat of the Orange Revolution that followed the 2004 presidential election; that uprising ousted Yanukovych after he was accused of electoral fraud. Any election appeals must be lodged by Feb. 17, when Kiev will declare the results official.

6 | Washington

LET IT SNOW
Two monster snowstorms blanketed the northeastern U.S. in a single week, temporarily shutting down the federal government (at a cost of $100 million per day) and closing schools up and down the East Coast. Airlines canceled thousands of flights, while thousands of homes in Washington—where winds reached up to 40 m.p.h. (55 km/h)—were left without power. At least 750 D.C. workers were dispatched to clear accumulations that topped 3 ft. (1 m) in some areas; some reported breakdowns of their cleanup equipment, which was unaccustomed to such strenuous use.

7 | London

Student-Visa Crackdown

Amid concern that Britain could become a breeding ground for Islamic extremists, the U.K. is tightening its student-visa standards to bar "bogus" entrants, a move that could reduce by thousands the number of foreigners studying in the country. The move followed the suspension of student-visa applications from northern India, Nepal and Bangladesh after their numbers soared.

Helmand is a primary opium-growing area

8 | Afghanistan

Operation Moshtarak

In what is being billed as the largest military operation in Afghanistan since the U.S.-led invasion in 2001, 20,000 coalition troops are set to invade Marja, a Taliban stronghold in the country's southern Helmand province. The offensive will target Taliban fighters who for years have holed up with the area's narcotics traffickers, planning and carrying out suicide and roadside bomb attacks. U.S. officials took the unusual step of announcing the mission ahead of time, saying the element of surprise was not as important as reassuring citizens that the Afghan government will be there for them once the militants are gone.

9 | Washington

Rethinking Mental Health

The American Psychiatric Association has proposed the first revision of its Diagnostic and Statistical Manual of Mental Disorders since 1994. Draft changes to the manual—considered by many to be the bible of modern psychiatry—include broadening the spectrums of eating disorders and autism. Though the updates may help make diagnoses more accurate, critics say they could also lead to overdiagnosis of some illnesses.

10 | Greece

Europe's Bay of PIIGS

After a decade of overspending, Greece has fallen into a debt crisis. The country—which along with Portugal, Ireland, Italy and Spain is a member of the so-called PIIGS group of troubled European economies—is carrying a deficit close to 13% of GDP, more than four times the E.U. limit. Part of the
blame for Greece’s economic woes has been placed on padded public-sector wages and rampant tax evasion. Proposed austerity measures, which include a pay freeze for government employees, prompted thousands to go on strike. European leaders, who fear that Greece’s troubles will trigger widespread financial strain in the region, are mulling over a rescue plan that could include regional loans or financial aid from the International Monetary Fund.

PIIGS 2009 Debts and Budget Deficits

[The following text appears within a chart. Please see hardcopy or PDF for actual chart.]

ITALY 114.6% 5.3%
GREECE 112.6% 12.5%
PORTUGAL 77.4% 10%
IRELAND 65.8% 10.75%
SPAIN 54.3% 11.25%

Debt as a percentage of GDP
Budget deficit as a percentage of GDP

SOURCE: EUROPEAN COMMISSION'S ECONOMIC FORECAST--AUTUMN 2009

* | What They’re Fighting About in the Philippines:

Next time you find yourself in a Filipino karaoke bar, resist the temptation to croak out Frank Sinatra's "My Way." At least half a dozen crooners have been murdered in the past decade for singing the classic tune, prompting bar owners to remove the song from karaoke playlists. Assailants' motives are unclear--do they dislike the song or the singer?--though competitiveness over the pastime may have something to do with it.

Verbatim

'I think that it would be absurd to not consider what it is that I can potentially do to help our country.'

SARAH PALIN, former Alaska governor and 2008 Republican vice-presidential candidate, discussing a possible bid for the presidency in 2012
'I wrote down hope and change just in case I forgot.'

ROBERT GIBBS, White House press secretary, mocking Palin for having written notes on her hand for a Feb. 6 speech she delivered at the tea-party convention.

'Physicians and society are not ready for "I have brain activation, therefore I am." That would seriously put Descartes before the horse.'

ALLAN ROPPER, a Boston neurologist, warning against equating neural activity with cognition after a study claimed that patients in a vegetative state can signal yes or no via brain imaging.

'To me, he's just a fall guy.'

JOE JACKSON, father of the late pop singer Michael Jackson, on the involuntary-manslaughter charge brought against physician Conrad Murray, right, for his role in the entertainer's death. Jackson claims his son was the victim of a wider conspiracy.

'People said I should go kill myself.'

PHIL JONES, British scientist at the center of the Climategate scandal, saying he contemplated suicide after the leaked e-mails prompted threats from global-warming skeptics.

'I deeply regret the pain that I have caused to my family, the ANC ... and South Africans in general.'

JACOB ZUMA, South African President, apologizing for fathering a child out of wedlock. Zuma has three wives and is engaged to a fourth woman.

'We created the packet in 1968. Consumer complaints started around 1969.'

DAVE CIESINSKI, vice president of Heinz Ketchup, which unveiled a redesigned packet that allows users to dunk their French fries.

TALKING HEADS

John Avlon

Explaining the origins of the birther movement on the Daily Beast:

"There's an inconvenient truth liberals are going to have to confront: ... the birther conspiracy theory was first concocted by renegade members of the original Obama haters ... a splinter group of hard-core Hillary Clinton supporters who did not want to give up the ghost ... Wing nuts exist in both parties, wherever anger and absolutism drive people to believe that their political opponents are their personal enemies."

--2/8/10
Janet Murguia

The CEO of National Council of La Raza calling for immigration reform on the Huffington Post:

"In nearly 20% of U.S. House districts, Latinos make up more than 25% of the voters ... The hope for immigration reform has been a powerful force behind the Latino vote. Like all Americans voters, Latinos believe it's time for politicians to stop playing politics with a problem we could have solved a long time ago."

--2/8/10

Adam B. Lowther

On the positive side of Iran's nuclear aspirations, in the New York Times:

"Believe it or not, there are some potential benefits to the United States should Iran build a bomb ... The initial shock of a nuclear Iran would soon be followed by a new regional dynamic strikingly like that of cold-war Europe ... Iran may think its enrichment plans will put fear into the hearts of Americans. In fact, it should give us hopes of a renaissance of American influence in the Middle East."

--2/9/10

Sources: Fox News; AP; New England Journal of Medicine; CNN; London Times; South Africa State News Service; Datamonitor
Dozens of silver Asian carp, disturbed by noise from passing boats, leap from the Illinois River.

AP

Not since jaws has a piscine predator caused such a commotion. Asian carp—which grow up to four feet long, feast ravenously on other species' food and have a nasty habit of leaping from the water to wallop unsuspecting fishermen—are threatening to take a bite out of the Great Lakes’ $7 billion fishing industry. To reassure jittery local governments, the White House held an Asian-carp summit Feb. 8 and pledged $78.5 million to help keep the fish—brought to the U.S. in the ’70s to rid catfish farms of algae—at bay.

Until humans learned how to build ships, the problem of invasive species—nonnative flora and fauna that can quickly overrun an ecosystem—was virtually nonexistent. With the dawn of global trade, transporting critters to new continents was encouraged. Beginning in the 16th century, farmers in North America introduced wheat, rice, soybeans and cattle, among other imports, which today make up huge portions of U.S. food production.

But some arrivals have been devastating. Gypsy moths, brought to Massachusetts in 1869 by a would-be silk farmer, managed to escape and strip the leaves from millions of acres of forest. Descendants of some 100 starlings unleashed in New York City in 1890 now number 200 million, crowding out native birds from coast to coast. The Japanese vine kudzu was transplanted to the U.S. to prevent erosion; it has since run roughshod over 10 million acres (4 million hectares) in the Southeast. Beginning with the
Plant Quarantine Act of 1912, the U.S. has implemented a series of laws to strengthen its eco-defenses, many seeking to prevent dangerous wild things from reaching American soil (a more realistic goal than controlling them once they arrive). Worldwide, invasive species cause an estimated $1.5 trillion in damage every year, nearly 5% of global GDP. Lake Michigan could be next.

Top 10 Invasive Species

Asian Carp

*They're heeeerreee.* Well, maybe. Asian carp DNA — but thankfully, no actual fish — has been found in water samples taken from the Chicago river near a pumping station in the Chicago suburb of Wilmette, Ill.

In the 1970s, catfish farmers used these hardy foreign carp to remove algae from their ponds. But over the decades, floods that caused catfish ponds to overflow have released the species into the Mississippi river basin. Asian carp can grow to 4 ft. (1.2 m) in length and weigh over 100 lb. (45 kg), and have a tendency to leap out of the water, injuring fishermen and the occasional newscaster. With no natural predators and a predilection for killing off other marine life by eating all the plankton, the carp have overrun the Mississippi and are swimming towards the Great Lakes, the world's largest freshwater ecosystem. An elaborate system of barriers was constructed in 2002 to keep them contained, but the Wilmette DNA sample indicates that the fish have most likely found away around it. In December 2009 the state of Michigan filed a lawsuit against Illinois, which refuses to close the locks along Chicago's waterways. Despite the threat to the multibillion dollar fishing industry, the Supreme Court ruled against Michigan on Jan. 19. Chicago's waterways will remain open for now.
Rabbits

Feb. 11 will mark the 20th anniversary of Nelson Mandela's release from prison on Robben Island, the tiny piece of land just off South Africa's southwestern coast. Since 1997 the site has been a museum and World Heritage site frequented by thousands of tourists every year. But who really runs this place? The rabbits. A recent New York Times report revealed that up until last October, rabbits — probably brought to the island 300 years ago by Dutch explorers — have lived there unchecked, burrowing holes under buildings and depleting grassy areas. That's when Chris Wilke, a real-life version of cartoon bunny hunter Elmer Fudd, was hired to help tame the population — the female bunnies can have eight babies at least six times a year. So far, 5,300 rabbits have been killed and estimated 8,000 more will need to be exterminated. Perhaps when Wilke is done on Robben Island, he can meet with the Foundation for a Rabbit-Free Australia, where European rabbits have run amok for decades, causing millions of dollars in damage and threatening the country's delicate ecosystem.

Cane Toads

Originally introduced to control pests, the cane toad has become a pest of its own. Native to Central America, the toads were brought to Australia in 1935 in an attempt to control the cane beetle population in sugar plantations. Ultimately there was no evidence they killed a single beetle.

Instead, the toads took over. Cane toads have few natural enemies outside of Central America, and when other animals try to eat them, sacs that run down their sides secrete a poison that kills predators in minutes. The toads' voracious appetite depletes resources for other native animals, and they're even known to steal pet food from bowls left outside houses. Weighing up to 3lb. (1.3 kg) and measuring up to 6 in. (15 cm) long, these toads are serious threats to ecosystems in not only Australia, where they number in the hundreds of millions, but also in Florida and parts of Texas.
Kudzu

Some call it "the vine that ate the South." It grows up to 1 ft. (30 cm) every day in the summer months, and can break power lines, kill trees and collapse buildings. Used for decorative and medicinal purposes in Asia, kudzu was first seen in the U.S. when the Japanese made it part of a garden at the Centennial Exposition in Philadelphia in 1876. Americans fell in love with the vine's bright green leaves and fragrant flowers; in the 1930s, the government paid farmers to plant it to prevent soil erosion. But kudzu grew too well outside its natural habitat; it thrives in the hot summers and mild winters of the southern states, is difficult to uproot and has no natural predators outside of Asia. It now covers seven million acres of the Southeast.

Gray Squirrel

You wouldn't guess to look at it, but the deceptively adorable gray squirrel could be the most loathed animal in Britain. Grays, which are native to North America, carry deadly squirrel pox, to which they are immune but native red squirrels are vulnerable. They also eat seven times more food per hectare than their scarlet cousins, crowding out any competitors who manage to survive the squirrel plague. Even Prince Charles has weighed in on their villainy. "The red squirrel is one of the most utterly charming and irresistible of British native mammals," he said in a statement to the Red Squirrel Survival Trust. "I cannot bear the thought that one day they might disappear for ever, driven out by the relentless northern march of the grays." His Highness can take comfort that popular resistance to the fluffy menace is growing. In 2008 the Guardian dubbed gray squirrels "the ultimate ethical meal," noting that butchers could hardly keep up with demand. One game-shop owner speculated that patriotism played a part. "Eat a gray and save a red. That's the message," he said.
Killer Bees

In 1957, a beekeeper in São Paulo, Brazil, accidentally released 26 Tanzanian queen bees who went on to launch an agricultural calamity, a horror-movie franchise and a whole new level of melissophobia. The queens mated with native European honeybees to create so-called killer bees, or Africanized bees — an especially aggressive species. Africanized honeybee swarms have been known to stage coups where they invade European honey hives, kill the European queen and install their own leader. The bees first infiltrated the U.S. in 1990 and have since spread to the southern parts of many states, including California, Nevada, Utah, Arizona, New Mexico, Texas, Oklahoma, Louisiana, Arkansas and Florida. Though movies such as the 1974 film *Killer Bees* have succeeded in instilling fear, the bees' venom is no more toxic than that of the European honeybee. They are, however, known to sting many more times, with some victims receiving more than 1,000 stings. In addition to being a threat to humans, they are also relatively lousy at producing honey — making them a threat to agriculture as well.

Starlings

In 1890 New York drug manufacturer Eugene Schieffelin released some 60 European starlings in Central Park. His dream was to introduce every bird mentioned by Shakespeare into North America — an intent that proved to be more Hitchcock than Bard. Schieffelin hoped the songbirds would prosper in their new home in ways the skylarks and song thrushes had not, and they certainly did. Now the purple-green iridescent birds roost in hordes of up to 1 million; they can devour up to 20 tons of potatoes in one day and their droppings are believed to be vectors of several infectious diseases. Numerous inventive attempts have been made to eradicate the birds — including strategies involving itching powder, live wires, poisoned pellets, cobalt 60 and Roman candles. Even a jetliner couldn't stop them. In 1960, a flock of some 10,000 starlings flew straight into a Lockheed Electra, crippling its engine and causing the plane to crash. Sixty-two people were killed.
Northern Snakehead

It sounds like the plot of a horror movie — or a very stressful nature special. The northern snakehead fish has teeth like a shark and the ability to walk on land. The carnivorous fish hails from Asia but in 2002 it appeared in a small Maryland town, where it promptly obliterated wildlife in the local pond. While other invasive fish species can only travel as far as the waterways will take them, the snakehead, sometimes called “Fishzilla,” can survive for up to four days out of the water and travels across land by wiggling its body back and forth like a snake. The fish has since been spotted everywhere from New York to California.

So how did it get to Maryland in the first place? A local resident ordered two snakeheads from a fish market in New York City’s Chinatown neighborhood and then released them.

Zebra Mussels

Though mussels are considered one of the great delicacies of the seafood world, a particular variety of the crustacean has left a bitter ecological aftertaste. Zebra mussels, an invasive species native to the Caspian Sea are thought to have hitched a ride to the midwestern Great Lakes in the late 1980s by clinging to the hulls of U.S.–bound European vessels. The unwelcome visitors, that have since spread east to New England, are known to feed on the phytoplankton that nourishes the filter feeders which support the diets of larger fish—effectively starving other species unfortunate enough to live alongside them.

The creatures’ tendency to cluster and cling to hard surfaces has also proved nightmarish for many power plants and water-consuming facilities that have incurred over $500 million in costs per year fighting off the buildup of mussels that clogs their pipelines.
Burmese Python

The snake craze that caught on among American pet owners in the mid-1990s grew out of control — literally — when python owners began releasing the 20-ft. (6 m) creatures into the wild once they became too big for their tanks.

But unlike many domesticated animals who can’t survive in the wild, the pythons have thrived and multiplied, particularly in the Everglades where they have become a scary nuisance, posing a potential threat to humans and feeding on native endangered species such as Key Largo wood rats, round-tailed muskrats and even alligators.

Though over 1,300 pythons have been removed from the Everglades, concerns over the ever-growing species could lead to an import ban of the high-maintenance, impractical pets.

The Skimmer

By CLAIRE SUDDATH Monday, Feb. 22, 2010

The Immortal Life of Henrietta Lacks

By Rebecca Skloot

Crown Publishers; 337 pages

In 1951 a young black woman named Henrietta Lacks was admitted to Johns Hopkins Hospital and given a diagnosis of cervical cancer. During treatment, doctors removed a sample of her tumor and sent it to a research lab without her permission. Lacks died a few months later, but the sample lived on—and on and on. The strain, dubbed HeLa, was the first human tissue to be successfully kept alive as a culture. Since her death, Lacks’ cells have been shot into space, infected with...
John Murtha

By NANCY PELOSI Monday, Feb. 22, 2010

John Murtha, who died on Feb. 8 at 77, will be mourned in Congress because of the respect he commanded from his colleagues. We were honored to call him colleague; I was privileged to call him friend.

To watch Jack legislate was to see a master at work. But more indicative of his character was the way he communicated with our men and women in uniform, whether near the battlefield or at their bedside. He thanked them for their courage and listened to their concerns. He always answered their needs, responding to their calls for body armor, up-armored vehicles and reliable radios. In those moments, he bonded with them through his own personal military experiences—as a Marine who fought in the Vietnam War—and cared for them like a father. I'll never forget the sparkle in Jack's eye when he saw a wounded warrior proudly standing by his bed in a Pittsburgh Steelers jersey, saluting the visiting Congressman.

As the Representative of Pennsylvania's 12th District since 1974, Jack led as courageously in Congress as he did in the Marines. A man of great integrity, he bravely spoke out against the war in Iraq in 2005, teaching us the need to distinguish between the war and the warriors who fight it.

As chairman of the House Appropriations Subcommittee on Defense, Jack measured the strength of our country by its military might but also by the well-being of its people. He made sure the U.S. government supported important scientific research to fight breast cancer, prostate cancer, diabetes and HIV/AIDS.

"Semper fidelis," the motto of the Marine Corps, in which Jack served proudly for 37 years, was the motto of his life. He loved his hometown, Johnstown, Pa.; his country; his wife Joyce; his children; and his grandchildren. Giant of the Congress, champion, hero: that was Jack Murtha.

Pelosi is the Speaker of the House
Howard Zinn

By NOAM CHOMSKY Monday, Feb. 22, 2010

Historian Howard Zinn's remarkable work, including his most famous book, A People's History of the United States, is summarized best in his own words. His primary concern, he once explained, was "the countless small actions of unknown people" that lie at the roots of the great moments of history--a record that would be profoundly misleading, and seriously disempowering, if torn from such roots. Howard, who died Jan. 27 at 87, was devoted to the empowerment of these unknowns.

That was true from the days when, while teaching in the 1950s and '60s at Atlanta's historically black Spelman College, he participated in the early, dangerous days of the civil rights movement--and lost his job as a reward.

Wherever there was a struggle for peace and justice, Howard was on the front lines: inspiring in his integrity, engagement, eloquence and humor, in his dedication to nonviolence and in his sheer decency.

He changed the conscience of a generation. It's hard to imagine how many young people's lives were touched by his work and his life. Both leave a permanent stamp on how history is understood and the conception of how a decent and honorable life should be lived.

Chomsky is a professor emeritus of linguistics at MIT

Charlie Wilson

By KAREN TUMULTY Monday, Feb. 22, 2010

The fact that Charlie Wilson's heart--his second--finally gave out wasn't all that surprising when you consider how much he lived. Wilson, a former Texas Congressman who died Feb. 10 at 76, was the kind of man who would declare on 60 Minutes, "I love stickin' it to the Russians." The kind of man who would bring his then girlfriend, a former Miss World USA, on a fact-finding trip to Pakistan. The kind of man, his House colleagues used to say, who could strut while sitting down. Still, he was elected 12 times from Lufkin, Texas--a town so conservative that it didn't vote to allow alcohol sales until 2006. Even those who disagreed with Wilson couldn't help but like him: the liberal columnist Molly Ivins wrote admiringly that he hadn't "an ounce of hypocrisy." Charlie Wilson's War, the 2007 movie about his work as the chief backer of the Afghan mujahedin who fought against the Soviets, opened with Tom Hanks, playing Wilson, in a hot tub with two showgirls--just as Wilson had specified in a 1990 interview. It's just as well they stuck to his wishes; nobody could have made up a character like Charlie Wilson.