

SPRING 2010

180° FROM ORDINARY

# JO LEE TALKS TO THE INIMITABLE GENIUS

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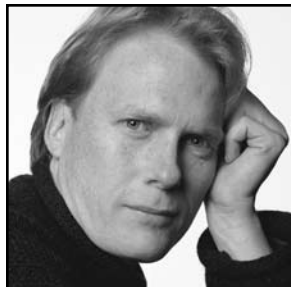
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Foresight requires a curiosity as deep as it is boundless... and our greatest incentive should be in helping those who are young.

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The ADESTE Gold Medal will be awarded to 'The 40 and under Unsung Heroes' for achievements in the categories of the Humanities, Social Justice, Technology, Arts, and Medicine.

Readers around the world are urged to submit nominations.

Please! Submit the name of someone you believe is deserving of such an award.

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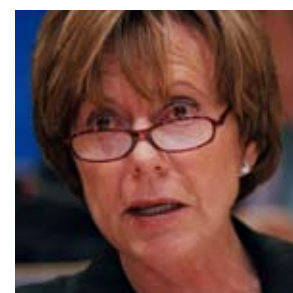
Awards will be announced February end.

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*Benoit Verlindin*  
FINANCE EXECUTIVE  
Brussels – Belgium

Jo Lee's interview on 'The Power Of Neurosurgery Captures The Genius Of Dr. James T. Rutka' brings us a startling insight into medical research. She searches out many aspects of the work done by this marvelous man. For example, my grandson is high school athlete of the year and I intend on pointing out 'the other side' of pursuing professional athletics. Thanks for a great interview and I hope private research survives worldwide! Read in Winter Issue.

*Evelle Espria*  
ARCHITECT  
Quito – Ecuador

'What Do Great Leaders Do Differently' was a very thought provoking article, in your Winter Anniversary Issue. Of course, it is difficult to teach leadership because it must have a foundation of knowledge, insight and confidence.

To be a leader you must have confidence that what you take on will succeed. A good leader never doubts he will succeed.

*Henry Doran*  
IT MOTIVATOR  
Atlanta – Georgia

I find the analogy to Russia somewhat confusing, except that we certainly are beginning to accept myths, i.e. lies, without qualms as long as they support our ideology. {Printed in JO LEE'S Winter Issue – 'Why America Is In Trouble And How It Can Be Fixed'.}

Russia on the other hand suffers greatly from the lack of a judicial system, which at least the USA still has to control the executive and legislative branches of government. Russia will continue to be a third world country until it gets a judicial system with the power to overrule the President.

*Nora Shatha*  
ECONOMIST  
Kuwait City – Kuwait

What an excellent suggestion not only for the holidays but for any occasion. Editor At Large – Mix It Up – Winter. We have extended family dinners and we do not take enough time to be sure everyone will derive an inspiring experience from the dinner. Great ideas for all to follow-up on.

*Ottaviano Bastone*  
MEDICAL DOCTOR  
Firenze – Italia

Sacred Places, as captured by the renowned Ray Scotty Morris, was portrayed as only a rare 'eye' could reshew to those who've experienced and, to those who may never travel to Israel to see. Winter Issue. Magnificently done - as in every publication!

*Titus Robertus*  
HUMANITARIAN  
Zurich – Switzerland

Africa In Need Of Aid Management is a truly revealing insight into the difficulties of foreign aid. The fishing pole example is great – exemplifying the need for supplying tools rather than products and then education before tools. Nicely written. Winter publication.

However, something else is missing and that is enterprise rather than a hand-out economy. Human nature seems to work against leaders encouraging enterprise as opposed to taking the most they can for themselves. In many parts of the world we see more and more of the same skimming by our politicians. With an educated democracy and a judicial system we still have trouble with what this young man wants to see in Africa.

*Xana Morstein*  
PROFESSOR  
Québec – Québec.

The recently published book on the death of King Tut enhances the historical perspective on the risks of being a king. He was too young to withstand the plots of his advisors and generals – who apparently killed him. The interest in the great economies of the past arises from our wonder at how many civilizations today have not achieved the same level of wealth. Beautifully depicted in your Anniversary, Winter Special in Rich, Famous, Young & Powerful 3300 Years Ago. JL

## CONTRIBUTORS



*Gene Arceri*

### THE PROVOCATIVE & CHALLENGING WORLD OF ARCERI

Gene Arceri has gained world attention as a writer, critic, award winning PBS reviewer and publicist. A native New Yorker, Gene resides in San Francisco and spends considerable time in London. Among his best selling books are: 'Elizabeth Taylor: Her Life. Her Loves. Her Future', Susan Hayward's 'RED' and Charlie of Nob Hill. {San Francisco's most famous cat} [arcgen@sbcglobal.net](mailto:arcgen@sbcglobal.net)



*Michael B. Callaghan*

### THE POET'S CORNER

Michael B. Callaghan, a word enthusiast, began his career in journalism and over the years moved into advertising and promotion, speech writing, television on-air reporting, directing and producing political performance and presentations. Today, Michael writes from Toronto, Canada.



*Carla Dragnea*

### EDITOR AT LARGE

Carla Dragnea is a Biologist whose interest in feature writing has encompassed 'the study of life'. In September, 2008, she was appointed Intellectual Advisor to the YES! E-Help Campus which assists 11+ million young people worldwide with their problems, each month. [yesintl.com](http://yesintl.com)



*Lois M. Gordon*

### YES, VIRGINIA! COME – EXPLORE WITH ME

Lois M. Gordon is a world traveler and resides in California's Silicon Valley. She has spent her life as wife and mother, chairing several committees and indulging in her passion for reading and writing poetry.



*Andrea Buckett*

**DR. OF HOMEOPATHY  
YOU ARE WHAT YOU ATE**  
Andrea Buckett, Dr. of Homeopathy, lecturer, writer, renowned food expert – is passionate about helping people feel young. She is a graduate of The Homeopathic College of Canada and her successes to date have become a sole focus on the body's benefits and pleasures of great food.



*Stanley J. Dorst*

### PROS & EX.CONS

Stanley J. Dorst is a retired officer of Chevron Land Development Co. and CEO of Grosvenor Development Co. He's been advisor to European governments and private companies as Vice-President of The International Urban Development Association and advisor for The International Executive Service Corps on behalf of the United States State Department Agency for International Development.



*Kelechi Eleanya*

### WHEN ANGELS CRY

Kelechi is an Economist and a committed development expert. He holds a degree in Renewable Natural Resources Management and a Master's in Forest Economics.



*John Paul Jarvis*

### I'VE ALWAYS BEEN NUTS

Paul Jarvis has enjoyed a full corporate career as CEO of four subsidiaries of foreign multinationals and served on six boards. Board and boat sailor, tennis player, terrible musician all tempered by eclectic friends – affords a basis for views and opinions on a broad range of topics.



*Ray Scotty Morris*

**L'OCCHIO – THE EYE**  
Ray Scotty Morris is an internationally renowned photojournalist and successful San Francisco society photographer. He has won 29 photo awards in just ten years – local, state and national, including best news picture of the year. Scotty has received a Certificate of Commendation from the U.S. Senate along with the distinct honor of being written into the 107th U.S. Congressional Record.



*Sally Anne Reisner*

**THE POET'S CORNER**  
Sally Anne Reisner grew up in San Francisco's Bay Area and then taught in an urban-suburban high school in New Jersey for eighteen years. At the age of fifty she left her job, re-married and focused on her writing.



*Craig Ricker*

**THE DIGITAL DIVIDE**  
Craig Ricker is a prolific writer and among the world's best photographers. He went to Russia to develop an understanding of its world from the inside and to accurately portray their life predicament within his books.



*Heide Van Doren Betz*

**THE RICH & THE FAMOUS**  
Heide Van Doren Betz, an Art Consultant specializing in Ancient Art and Icons, has taught Art History and created world famous collections of Antiquities and Icons. Her accomplished photography was shown in a solo exhibition at the Winckelmann Museum in Germany.



*H. Gail Regan*

**THE MARVELOUS MAVERICK**  
Gail Regan is vice-chair of Cara Operations. She chairs Energy Probe, Friends of Women's College Hospital, is a member of the Canadian Association of Family Enterprise, the Family Firm Institute and the Strategic Leadership Forum. She has a PhD in Educational Theory and an M.B.A. in Finance. Her background in sociology and her personal experience of business have given her an intellectual interest in the problem of evil.



*Vera Resnik*

**THE POET'S CORNER**  
Born in Prague, Czechoslovakia, Vera Resnik lost most of her family in the Holocaust. Her volunteer work in the New Jersey court system – as a conflict resolution resource and advocate for children's rights – led to a court appointment to the child review committee. Today, Vera's writings are widely read.



*Gary Sweeney*

**THE POET'S CORNER**  
Gary Sweeney worked as a journalist and as an independent writer for years before launching The Midnight Palace. [www.midnightpalace.com](http://www.midnightpalace.com) He continues to write everything from poetry and short stories to reviews and articles.



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**THE POWER OF MOMENTUM**  
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## *The Board Game Scrabble Explains Economic Reform*

BY H. GAIL REGAN  
TORONTO – CANADA

The financial crisis and the subsequent recession have been bad for business and employment. I prefer a world with growing trade, extensive development and rapidly increasing wealth. I hope that our leaders take effective measures to prevent further discontinuities such as the one that caused this downturn.

To be fair, there are some regulatory changes suggested for 2012. Given the huge economic loss, I wonder why fixing things takes so long. Then I thought of the problems I am experiencing with the board game Scrabble.

Scrabble is played with hundreds of randomly distributed tiles, each with a letter and a numeric value, except for two tiles that are blank and valueless. The rules of Scrabble are fair for beginners, but there is an inequity with advanced players. Because blanks are extremely helpful for making bonus words, it is very likely that an experienced competitor who gets both of them will win by hundreds of points, thoroughly defeating the opponent who, lacking blanks, has little chance of catching up.

To overcome this inequity, we made a house rule that opponents can redeem a blank once. The initial results were

marvelous. Games were open and fast-paced, bonus words became frequent and collective scores soared. Notice that the prosperous Scrabble economy the house rule enabled depended on a blank not only being a sort of derivative, an instrument representing something else, but also a collateralized debt obligation. (The played blank sits on the Scrabble board but the competitor who wants to win is obligated to redeem it by inserting the letter it represents.) The house rule juiced our Scrabble scores just like complex banking improves trade, development and wealth creation.

Then things soured in Scrabble world. Games became defensive, cramped and slow; bonus words infrequent. Collective and individual scores declined. We had induced a financial crisis and recession of our own. I asked my opponents what had happened to cause this.

They said they find me too clever at bonus words. Consequently, they stopped playing the blanks, in their view reducing their chances of large loss. They prefer a slow, defensive game to a free flowing one with high scores.

I feel disappointed, because Scrabble is less fun now, and we may play less. But

there is no additional house rule that can entice my competitors to take risk beyond their appetite. They tried this and it didn't sit well with them. I can't make them play the way I want them to.

Similarly our leaders may vigorously think of new rules that encourage prosperity while preventing financial crisis. But they can't make business commit to an economy that is experienced as too risky. Sadly, cautious business has opportunity cost. The opposite, courage in business, revs the economy, increases employment and harnesses the world's creativity.

JL



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## *Politics And The Economy*

BY STANLEY J. DORST  
SAN FRANCISCO – CALIFORNIA

Many of us were wondering during 2009 whether economics or politics would win the day in how the politicians dealt with the US auto companies, health care, union elections, etc. Would Congress and the President decide to strengthen our businesses or feed their lethargy?

When GM was on its last two weeks of funds, the UAW demanded that the President, or the Federal Reserve, give GM the money they needed to maintain GM's unprofitable wage agreements.

Because continuing subsidy to the union workers is unsustainable, business characterizes the unions as evil, the leaders as crooks and the politicians as weak.

Does this have a familiar ring – like the acquisitions by the President about companies taking unreasonable bonuses, having evil intent and flouting the laws of our country?

Both groups see the others as evil and in conspiracy to get more than their share.

While engaged in dealing with the supposed evil at home we are not adequately dealing with the overseas competition. Rather than forcing our

businesses to expand activities that are not competitive in the world market, we should be encouraging innovation in new fields and allowing wages to go down where we have not adjusted to world technology. At the same time we need to allow wages to go up where new technology supports them.

Just as companies that are out of date need to pass away, so unions that do not adjust working conditions and wages to the market need to pass away. Americans are generally not evil as accused or conspiring to "get" their opposites. They are trying to be successful – in the spirit of a sports team. We don't attribute evil intentions to athletes, although they may at times be unsportsmanlike. So, in business both parties can get unsportsmanlike and result in serious harm to the others and our country.

We also wonder about the future of our country as we support many elements of our economy with huge subsidies. Can we support non-competitive industries, debtors who cannot afford their loans, and the world's needy?

A banker friend advised me that if we followed Sweden's example and had the government take over all house

and business loans that were in default and write them down to market, we could proceed with business as usual. There would be no overhanging debt to constrain spending on new assets. Does this socialist solution have problems for our way of life? What does this do to our economy and to our work ethic that has made this a great country.

What do you think?

JL

WAKE



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*Peggy Umanzio*

# *Jo Lee Talks To The Inimitable Genius*

BY JOSEPHINA LEA MASCIOLI-MANSELL

It was a hectic day in San Francisco. I had just arrived home from LA and the hum of the city, as it did in those fabulous days. As in Hong Kong, London, New York, people were energized and, unbeknown to me, I was about to engage in a lifelong friendship with one of the most energized, beautiful and brilliant people.

Lunching with a group of women {as fascinating as they may be} has never been a desire of mine. So how, then, does one describe the pull of the universe that finds us mirroring what we had no ambition to embrace?

Sitting across the circular table from me was a woman who, trust me, no one could ever forget! Who she was didn't matter. Her magnetism did. We walked out of the luncheon arm-in-arm and to this day I've never ceased to marvel at her feats.

Dr. Margaret R. O'Keeffe Umanzio, {Peggy to all} was born in Boston to Irish parents who met while immigrating to the USA. When Peggy was two, they moved to Cambridge, just two blocks from the entrance to Harvard.

Cambridge, in those days, was a highly diversified community filled with immigrants from all over the world, the majority arriving in exile: fleeing religious, cultural and economic oppression with people getting off the boat with the shirts on their backs and then living in poverty. In marked

contrast, there were the wealthiest: Kennedys, Roosevelts, Rockefellers and such innovators as James Watson, co-creator of the double helix (Nobel Prize in Medicine), Dr. John Nash (Nobel Laureate in Economics), Theodor Seuss Geisel (aka Dr. Seuss), B.F. Skinner (the most celebrated psychologist since Freud and creator of operant conditioning), and Julia Child, along with the not always smart and famous: the Boston strangler or, the proponent of LSD as a recreational drug, Timothy Leary.

But Cambridge was noted for something far greater than poverty, wealth and power. It housed an institution called Harvard University that produced a prodigious amount of the wealthy and powerful in the world today. And it is where Peggy, at the entrance into the Harvard grounds, took her very first step as a tiny child: where the mark of greatness was to mould yet another ingenious Ph.D., Harvard mind.

As a young graduate, Peggy was a founder of, and teacher at, the first fully integrated alternative public school in the US: the Cambridge Alternative Public School (CAPS), a group venture by a community of people determined to change and improve the Cambridge school system.

Like a capsule shooting into space – Peggy would now undertake the most defining moments of her life. She married her soul mate, Richard; together they followed their hearts to California;

and Peggy began her work as an adviser to many of the cutting-edge Leaders.

Becoming a keynote speaker at COMDEX {now known as Interop} led to working as an advisor to CEOs, executive teams, and boards of companies in Silicon Valley, all faced with the challenges of hyper-growth, selection and integration of mergers and acquisitions and top management succession – her primary role being advisor to CEOs and executive teams.

In addition, Peggy designed a discovery-based learning process that enabled her clients to achieve their strategic, organizational and financial goals 50 percent faster than other consulting processes. Her management consulting practice included corporate entities and such not-for-profits as universities, religious institutions and organizations in the health care industry. She delivered major keynotes, lectured at the University of California at Berkeley, Stanford University and, as a result of her consulting experiences and research, Peggy developed a new model of leadership which led to the formation of an international forum for executive women from around the world.

Do you ask – what ever could be her pièce de résistance? I'm guessing you've guessed. Yes! A riveting work of creative non-fiction based on her life! Expected to be at the top of the bestseller list.



Peggy and Rich in Cambridge after her Harvard Doctoral ceremony.

JO LEE: Peggy, can you believe – this is where you and I are today? I'm utterly thrilled that years ago, I was pulled into that luncheon. And today, you are one of my honored interviewees.

PEGGY UMANZIO: I am the one who is honored to be with you. I recall so vividly the first event that I helped you with in San Francisco. "A Christmas To Remember" where you brought the rarely visible children of Northern California together – in the grandest ballroom of The Fairmont San Francisco. And remember, you got Richard Swig, founder/owner of Fairmont, to donate all of the monies to produce your dream! I can still hear their screaming and clapping as the cast from Star Wars: Obi-Wan, Luke Skywalker, Princess Leia, Chewbacca, C3PO and R2-D2 were carried into the ballroom on people-manned platforms with gifts for the children.

I am truly amazed with what you have accomplished: YES! International, The ADESTE Gold Medal, ADESTE II and JO LEE Magazine. So, I am honored to be here with you.

JO LEE: As a child, did you understand your brilliance? Did you have any idea what you wanted once you grew up?

PEGGY: When I look back now, I can see the connection between what

I was doing and how it influenced my professional life. In fact the F.G. Fulford quote that opens the book I'm writing is, "I read someplace once that if we women wanted to learn more about ourselves, we should think back to when we were 8-year-old girls. In the way we were, there are clues to the way we are today."

As a child, similar to Lewis Carroll's Alice, I was not simply curious; I was "curiouser and curiouser." I wanted to know what made people do what they did. I sat on a bench at the international newspaper stand in Harvard Square and watched the people coming and going. I imagined that the pupil of my eye became like the cat's pupil when it watches a bird: one focused black line. I watched the way the people breathed, walked, carried themselves, what they wore and where they shopped, etc. I became a great observer. I now refer to my activity as being a "Black Belt Sitter."

Then I would play "Put the Person in the Bus." I would guess what bus they would board. I did not know at that time that people lived in neighborhoods bound by ethnicity and class. I was a tiny little anthropologist in my own training program.

In addition, I had a great imagination. I was very busy seeing the invisible world. For example, I believed that people were transported to work, school and shopping via neon colored tubes.

As a child I was carried in the orange neon tube. Here again I sorted people based on patterns. I remember being thrilled when I read about Louis Pasteur and how he could see microorganisms with a special eye called a microscope. I also admired insects because they had compound eyes which let them see everything through multiple and different lenses. I think that Albert Einstein was correct when he said "logic can take one from point A to point B and imagination can take one everywhere."

Finally, I had keen instincts and intuition. Consequently, I pulled in data from all around me. And I trusted my conclusions. In Malcolm Gladwell's blink: The Power of Thinking Without Thinking, he describes the quick, sometimes six-second process by which a person makes a decision. He refers to it as "rapid cognition" aka "intuition." This is how I played as a child: it shaped my professional life.



Peggy, her mother Florence Gilroy O'Keeffe and Rich at their home in Orinda, next to Berkeley, California, 12 miles from San Francisco.

JO LEE: Do you remember as vividly as I do, that day we met in the summer of '81?

PEGGY: I remember! You are very open yet you trust yourself and your worldview. You were a huge breath of fresh air. You embody a sense of freedom and curiosity that I value. We understood each other immediately. We had instant rapport.

JO LEE: So tell me, in '81 we were both so very young, high on success and youth. How did your early years prepare you for this gutsy role in corporate consultancy?

PEGGY: Since I was a child I relied on myself. My curiosity, observation skills, imagination and intuition led me to trust what I see, think and decide. When I look back to 1983 when I established Asset Development, it was a gutsy move that I just did. I knew that it was right. I think I was possibly the only woman in the USA and maybe the world working ALONE at the CEO and Board level. There were women at McKinsey & Co., Inc. and probably other firms working on teams with men but I've never met another woman working at the level that I was working at on a solo basis. I remember flying to Luxembourg to conduct a four-day session with the CEO, executive team and presidents from all of the operating companies of one international corporation. Yes, I was anxious. Yes, my knees knocked. Yes, I prepared and prepared. One of

the executives said, "Peggy's process was like magic, it wove us together in a team with a strategic plan and the right organization, which enabled us to achieve our goals in record time. In my 19 year stint with the company she is the best management consultant that we ever had." The founder of that company recently donated \$350 million to MIT for a brain research center. So, I would say that my childhood prepared me well.

JO LEE: You have been called a creative, insightful advisor to CEOs, executive teams, boards of directors of organizations in a broad range of sectors at their pivotal organizational and strategic decision points, at a time of significant market, competitive and leadership change. What about your education?

PEGGY: Jo Lee, after I received my Bachelor's Degree, I taught in the best and the worst public school settings. For example, I taught in a reform school in Roxbury, Massachusetts. And I taught in Cabrini Green in Chicago, Illinois, which is known as the worst ghetto school in America. President Obama worked in an area close to where I worked. Then I taught in Wilmette, Illinois, in the New Trier school district, one of the wealthiest communities. I created an exchange program between the parents and children in Cabrini Green and Wilmette. Running parallel to my teaching, I became involved in community organizing, political campaigns for

school board members, district attorneys, mayors, and attorney generals. Plus, I consulted with the Superintendent of Schools in Cambridge on systemic changes within the entire school system.

Moreover, I trained student teachers from Harvard, Tufts University, Boston University, Lesley University and several others. Finally, I did my Master's work in the area of learning theories and practices now known as cognitive psychology.

Then I entered Harvard University Graduate School of Education, a program on Administration, Planning and Social Policy. My intention was to become a superintendent of schools. After the first semester I identified my area of interest as Organizational Behavior and Labor Relations. My advisor, Dr. Charles V. Willie, advisor to President Jimmy Carter, worked with me on the creation of my own individually designed program which was conducted at three graduate schools: Harvard University School of Business, School of Education and MIT Sloan School. My work focused on studying organizations and how to change them through four Applied Behavioral Sciences: anthropology, psychology, sociology and political science. With these four lenses in hand I finally achieved my childhood goal of having the compound eyes of the ant.

A few years after my graduation, a formal multidisciplinary program was established at Harvard.



Peggy teaching young girls to read at the Cambridge Alternative Public School (CAPS), the first fully integrated alternative public school in the US: which she co-founded.

JO LEE: Your first post-Harvard job certainly saw you in top company. The authors of *In Search of Excellence*, Tom Peters and Bob Waterman, wrote the following in your copy of the book: “For Peggy who knows all this stuff, and knew it long before I did. And who both produced and lived their principles. To a real pro – whose commitment and zeal is contagious. With admiration and affection. Tom” And: “You were part of this; present at the creation and a delight to work with. For one of my favorite – and toughest intellectual critics. Bob Waterman, November 1982”.

PEGGY: Jo Lee, after I got my doctorate from Harvard, McKinsey & Co., Inc. recruited me to join them for the purpose of setting up a new practice area named Organizational Effectiveness that equaled breaking new ground. While there, as you know, Jo Lee, I was a key contributor to *In Search of Excellence*. The book grew out of a research project with Siemens of Germany, a tremendous moment in time in my life at McKinsey.

Then, I founded my own company: Asset Development, a leading consultancy for market driven clients when the stakes are high, advising top management and boards of directors of companies, non-profits and public sector organizations on the design and execution of complex change.

JO LEE: You are credited with being the go-to consultant on the subject of corporate diversity and whole system thinking. Can you explain: “whole system thinking?”

PEGGY: Business organizations are alive, dynamic whole systems made up of many components: people, strategy, structure, operating systems, values, vision, products, customers and

competitors. Thriving in today’s chaotic business environment is determined by a company’s ability to seamlessly turn the whole organization on a dime in response to sudden market changes. From the top to the bottom of the company and across all operating units, four fundamental processes ensure a tight fit between the company’s operating practices and policies.

JO LEE: You make it sound so simple. Can you tell me about these four processes?

PEGGY: The four fundamental processes that need to be in sync are decision-making, communication, conflict resolution and problem solving. The levels of productivity, effectiveness and innovation are tangible ways to measure the degree of alignment throughout the whole system. These processes form the DNA of the company. They are birthed from the behavior of the leader and the top team.

JO LEE: And how do you measure success?

PEGGY: Organizations are mirror reflections of the people within them. Flexible, consistent, top performing people produce flexible, consistent and top performing companies. Organizations change when people change. The basic unit of change is the face-to-face interaction between people and the power of the relationships that develop from the ways in which they work together toward the same goal while being guided by a shared set of values; designing a learning environment that serves as a catalyst for individuals to operate at their full potential while accelerating the capability of groups to collaboratively co-create. Our approach

has consistently enabled clients to achieve their business goals while changing their ways of working together.

JO LEE: Some say you are a masterful communications catalyst when you work with clients on highly charged, critical issues and can “artfully” evolve a singular position despite divergent viewpoints. So Peggy, what is your secret ingredient?

PEGGY: My beliefs about human beings are based on my experiences of working with people from preschool to retirement. People have different mental models of how the world works and when people come together to make a decision the first step is to make explicit, on a cognitive level, how the person thinks, what they believe, in sum, their mental models.

My second ingredient is that I have come to understand that we humans are predominantly VISUAL; consequently we need to communicate visually. So I always bring graphic recorders to all of my client sessions. Imagine this: the walls of the conference room are covered with paper, all of the furniture has been removed, clients are seated in a circle in chairs facing the walls and as they talk, the graphic recorder records their ideas via pictures and words. This approach allows the participants to see: fully witness how their colleagues think. In quick order their attention is taken off personalities and onto ideas, concepts and beliefs.

My third belief is that my clients have the answers inside of them and it is my responsibility to create the conditions within which they trust the process and share what they know while being open to competing perspectives.



McKinsey – Vevey, Switzerland.



George Goyer, deceased, a huge advocate of JO LEE Magazine, Peggy, Jo Lee at a Jo Lee function. San Francisco.



opposite: Paris, France after a day of consulting.

JO LEE: I also know, Peggy, that you have this keen ability, within chaos, ambiguity and conflict, to identify market and business trends and to build client capabilities to capture profitable opportunities. How do you manage to keep ahead of the global ebb and flow?

PEGGY: Jo Lee, I jokingly say that my market niche is: CHAOS, AMBIGUITY AND CONFLICT. And that it is finally here. The truth is that I grew up in chaos, ambiguity and conflict, and I am skilled at seeing the opportunities that exist within it. I also believe that conflict and its resolution is the key to progress. So I embrace what I call constructive conflict.

In my process, my clients are team members with me. I bring my process. They bring their experience and knowledge. Secondly, I focus my clients on learning how to identify PATTERNS in their team, in their organization, in their market, industry, etc. Patterns are rooted in beliefs about cause and effect. Beliefs change, thus patterns change. Patterns produce distinctive skills and competence, which help or hinder a company. There must be a match between the needs and dynamics in the market and the corporate competences. When the market demands change the competencies thus the patterns must

change and consequently the beliefs must be examined. It is how people learn and grow. I want my clients to learn how to learn and I provide the tools that will enable them to do so.

JO LEE: Amazing! And along with your ingenuity, you've enabled clients to achieve their goals 50 percent faster than any other consulting process. And this is only the tip of the iceberg!

Tell me about your book...

PEGGY: Delivering on The Promise is a story, a universal story, of the indomitable power of the human spirit. Specifically, it is the story of an innocent, fully awake and astutely aware child (Catherine) who realizes at the age of eight that she is on her own and will not make it without help. Although her severely war traumatized parents love her, she understands on a deep and profound level that they don't have the emotional resources to protect and guide her.

In a state of desperation she wills the powers of the universe to come to her aid: she makes a deal with God.

She asks for eyes to see the world clearly and for the ability to know how to respond. In return she promises God

she will write a book and tell the whole world what was shown to her and what she learned. At a tender age she begins to lead a double life: a very private life masked by a public personae, which was not without cost. As she learns to cope with the painful challenges of her world she ends up discovering a profound truth about human existence.

JO LEE: Wow! The Inimitable Genius! Imagine the on-flow of people at bookstores scrambling for that near to last copy. Can you wager a guess as to when this will hit the market?

PEGGY: We're aiming for next year at this time, Jo Lee.

JO LEE: Thank you for being my friend.

PEGGY: Jo Lee, my soul is soaring after working with you.

Two men fuelled by a passion for agriculture united to promote a system destined to revolutionize! Nick Szabo and Thomas D. Smyth lead a paradigm shift for global agriculture to bring about positive change that will impact global climate

E C ECPP P P

ENERGY CONCEPTS AND POTENTIAL POWERS, INC.

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POWER. CLEAN WATER. FOOD. EXPRESSING GREEN.  
POWER. CLEAN WATER. FOOD. EXPRESSING GREEN.  
**POWER. CLEAN WATER. FOOD. EXPRESSING GREEN.**  
POWER. CLEAN WATER. FOOD. EXPRESSING GREEN.

ECPP is an existing business that uses sustainable agricultural processes to create power, water, and food while reducing environmental impact, improving the soil, and girding against natural disasters.

ECPP includes five integrated business phases that assures to offer a complete system which has a myriad of benefits: proven superior agricultural practices that provide both logistical and tactical advantages, the ability to retain \$1 per bushel of corn at the farm level utilizing green methods, the implementation of a series of European biogas plants supplied by a company that has maintained a 0% failure rate since 1992, a procedure that processes non-usable waste streams into clean, usable water; and creates an environment that produces out-of-season fruits and vegetables for agriculture and for communities globally. The Potential is Limitless. See the Future.



**NICK SZABO**, ECPP's CEO has spent the last 15 years researching, perfecting and modifying top line agricultural equipment, perfecting it for climatic and soil variations required to excel in even the most difficult situations. He is also responsible for developing the Ferthaul manure hauling system and for building its current operation from the ground up. He has left nothing to chance in this operation and has carefully tested and researched each aspect of the system.

**THOMAS D. SMYTH**, ECPP's Chief Advisor, was born on a homestead in Alberta and spent more than 72 years in agriculture. He is the chairman, President and CEO, retired, of Heinz Canada, a position he held for 15 years. Additionally, he served as the Chairman of the Agricultural Research Institute of Ontario, Chair of Food & Consumer Products of Canada and Chair of the Steering Committee of the National Institute of Nutrition. He has logged 13 years with the Agriculture Adaptation Counsel, was on the Executive Committee of the Food Institute of Canada and the Food Advisory Committee for Ontario's Ministry of Agriculture, Food and Rural Affairs.

## INDULGENCES

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### *Encore!*

BY JO LEE MAGAZINE

NEW YORK / SAN FRANCISCO / HONG KONG / LONDON / TOKYO / ROME / TORONTO



*John Black*  
PRODUCTION MANAGER

I AM A COLLECTOR OF  
Memories

MY PASSION IS  
Food

BEST LIFE EXPERIENCE  
Birth of my son

BEST MEMORY  
Walking along the lakeshore,  
sharing cotton candy with my  
wife

BEST BOOK  
Napkin Notes on the Art of  
Living (G. Michael Durst  
Ph.D.)

MY LUXURY DREAM IS  
Touring the museums and  
concert halls of the world

MY FANTASY IS BEING  
MORPHED INTO A  
Bear

BECAUSE  
I could spend my days  
wandering the woods and  
mountains, eating all the  
salmon, blueberries, and  
hazelnuts I can find



*Fabio Gesufatto*  
ACTING MANAGING  
EDITOR

I AM A COLLECTOR OF  
Political History

MY PASSION IS  
Being correct

BEST LIFE EXPERIENCE  
Being introduced to the  
political arena

BEST MEMORY  
Always with family in  
Southern Italy

BEST BOOK  
All of Dan Brown's writings

MY LUXURY DREAM IS  
Retiring on a beach in Fiji

MY FANTASY IS BEING  
MORPHED INTO A  
Superman

BECAUSE  
I could lead the world more  
effectively



*Salvita Gomes  
Makhani*  
PRODUCTION

I AM A COLLECTOR OF  
Teacups

MY PASSION IS  
Painting

BEST LIFE EXPERIENCE  
Disney trip

BEST MEMORY  
First Art show

BEST BOOK  
The Agony and The Ecstasy  
-- Life of Michelangelo

MY LUXURY DREAM IS  
To travel the world

MY FANTASY IS BEING  
MORPHED INTO A  
Cloud

BECAUSE  
I could grow and disappear  
when I please with no  
boundaries to confine me



*Ann Graham*  
WORLDWIDE  
MARKETING ADVISOR

I AM A COLLECTOR OF  
Loons

MY PASSION IS  
Day by day: Living life to the  
fullest

BEST LIFE EXPERIENCE  
Having my son

BEST MEMORY  
My brother's wedding in  
England

BEST BOOK  
The Book of Negroes

MY LUXURY DREAM IS  
To travel the world

MY FANTASY IS BEING  
MORPHED INTO A  
Lap dog

BECAUSE  
Everybody does everything  
for them



*Jason Howlett*  
CHIEF ART DIRECTOR

I AM A COLLECTOR OF  
Too much

MY PASSION IS  
Creating

BEST LIFE EXPERIENCE  
Seeing New York for the first time

BEST MEMORY  
Yesterday

BEST BOOK  
No One Belongs Here More Than You

MY LUXURY DREAM IS  
Living in Manhattan

MY FANTASY IS BEING  
MORPHED INTO A  
Better version of myself

BECAUSE  
I am so happy with what I have and what I am doing. I can only hope that I will grow wiser and happier with each new experience.



*Bette Laderoute*  
SPECIAL ASSIGNMENT

I AM A COLLECTOR OF  
Words

MY PASSION IS  
Gardening

BEST LIFE EXPERIENCE  
My life with Paddy

BEST MEMORY  
Wedding day at the Sai Woo

BEST BOOK  
The Loved and the Lost

MY LUXURY DREAM IS  
Cruise on a sailing ship

MY FANTASY IS BEING  
MORPHED INTO A  
Genius

BECAUSE  
I miss the genius I had



*Denise Martin*  
MANAGER –  
QUALITY CONTROL,  
THE CAMPUS AT YES!

I AM A COLLECTOR OF  
Postage stamps

MY PASSION IS  
Music

BEST LIFE EXPERIENCE  
Watching the birth of my cat's kittens

BEST MEMORY  
Buying my first car

BEST BOOK  
"Replay" is about a man who kept reliving his life until he realized that no matter what choices he made, he still ended up at the same place in life. Only the journey was different

MY LUXURY DREAM IS  
To win millions in a lottery and open a foundation to give homes to people with children who write letters explaining why they think their families need a home

MY FANTASY IS BEING  
MORPHED INTO A  
Bird

BECAUSE  
Of the freedom to catch a breeze and float above the madding crowds with the ability to go anywhere I choose



*Nino Mascioli*  
EXECUTIVE EDITOR  
GLOBAL PLANNING -  
JO LEE MAGAZINE  
EMISSARY -  
THE ADESTE GOLD  
MEDAL

I AM A COLLECTOR OF  
Data  
MY PASSION IS  
Music

BEST LIFE EXPERIENCE  
Growing up

BEST MEMORY  
Wedding day

BEST BOOK  
Was called "PCs for Dummies" as I basically knew everything in the book

MY LUXURY DREAM IS  
To live until I die without want

MY FANTASY IS BEING  
MORPHED INTO AN  
Eagle

BECAUSE  
Eagles fly high

JL



WONDER

WHEEL



★ASTROLAND★



HOME OF THE WORLD FAMOUS CYCLONE



F  
U

G  
A  
M

As told to Gene Arceri by Andrea Adams.

### *Coney Island Cinderella*

BY GENE ARCERI  
SAN FRANCISCO – CALIFORNIA

As I rode the D train on the long journey from Manhattan to the end of the line in Brooklyn, I thought to myself, “After today, Coney Island will never look the same again.” For better or for worse has yet to be determined. But on this day, the last operating day of Astroland Amusement Park, I would soak it all in.

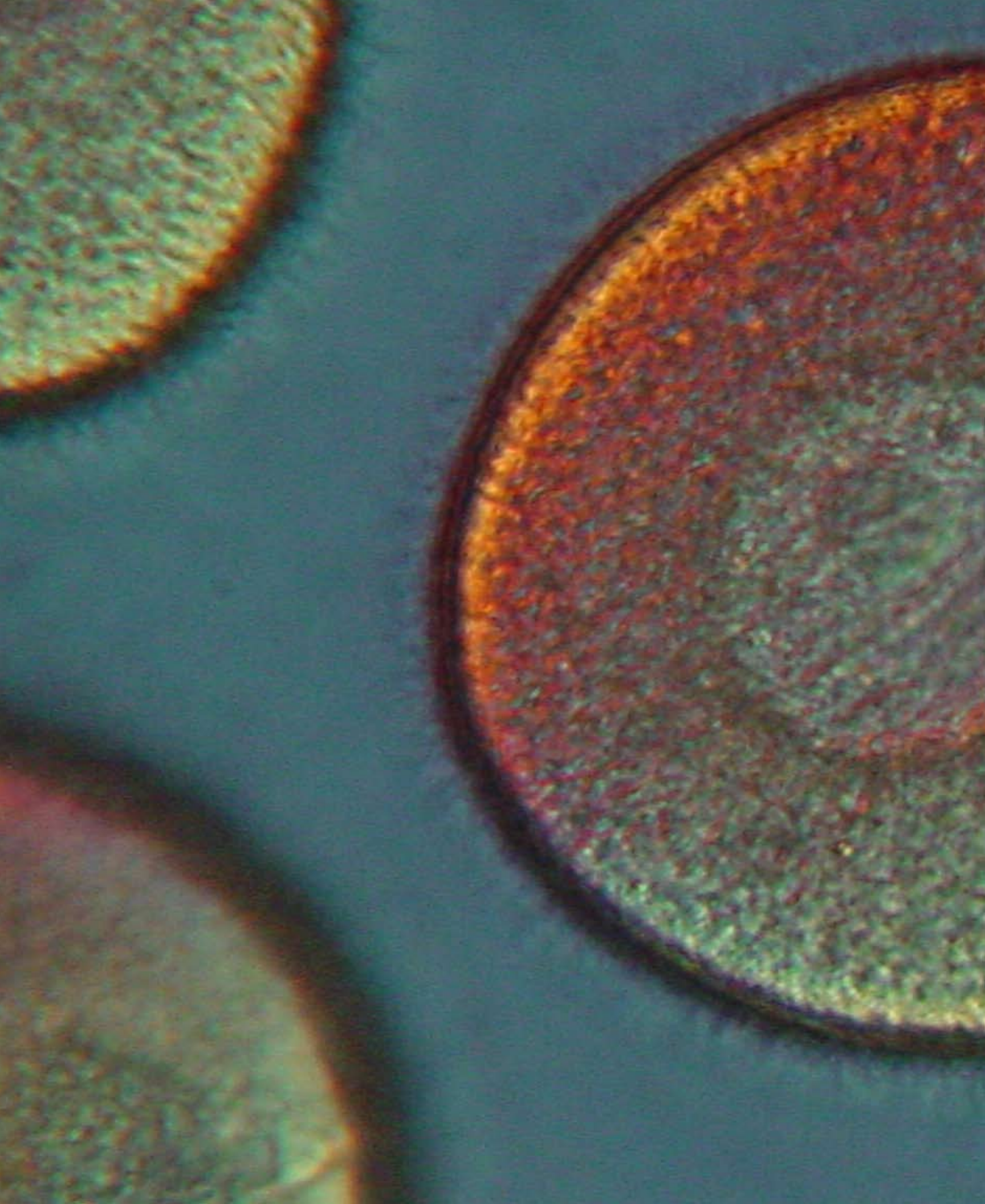
Soaring 150 feet in a swinging car on The Wonder Wheel! Paying \$8 for a minute and 50 seconds of downright terror on The Cyclone! (I swear my car lifted off the wooden tracks at one point.) Debating the merits of a chili dog versus a chili cheese dog - I waited an hour in line at Nathan's - steps away from where the annual hot-dog eating contest takes place every Fourth of July. I settled for a plain dog with ketchup and mustard and devoured it in less than a minute. Strolling the Boardwalk from Shoot the Freak -- \$3 will buy you 5 shots -- I continued on to Lola Staar's Dreamland Roller Rink with its disco tunes. And probably, the most exciting, was screaming like an 8-year-old girl on the Tilt-a-Whirl while the actual 8-year-old girl riding with us just laughed at me.

It's hard to imagine Coney Island without any of these things. The Wonder Wheel and The Cyclone are official New York City landmarks, so they're not going anywhere.

But soon, high-priced condos and a TGIF restaurant instead of carnival games and sideshows could surround them. Coney Island is not Disneyland. It is not Six Flags. And that is precisely why I like it, why so many people like it. And to lose any part -- yes, even the trash and grime and creepy-looking people with tons of piercings and tattoos, who are actually really quite nice -- would be losing what makes Coney Island unique, albeit a little freaky. And I wouldn't want it any other way.

Coney Island is a peninsula, formerly an island, in southernmost Brooklyn, New York City, USA, with a beach on the Atlantic Ocean. The neighborhood of the same name is a community of 60,000 people in the western part of the peninsula, with Seagate to its west; Brighton Beach and Manhattan Beach to its east; and Gravesend to the north.

JL



## *In Vitro Fertilizaion IVF-ET*

BY DR. ANCIL T.L. REGINE  
DETROIT – MICHIGAN

In Vitro Fertilization Pre-Embryo Transfer (IVF-ET) is a fertility procedure which first succeeded as recently as 1978 by Dr. Edwards (an embryologist) and Dr. Steptoe (a gynecologist) in England. Since then the technology has been further refined and developed by physicians and embryologists, with millions of babies born worldwide.

The possibility of a continuing pregnancy being achieved by IVF has improved from practically nil to one chance in 4, to 6 at IVF centers worldwide.

IVF Without Surgery - Transvaginal Oocyte Retrieval - Due to improvements in ultrasound imaging, surgery is no longer necessary for most In Vitro Fertilization patients. A technique for recovery of eggs from the ovary uses a sonographically-guided needle to replace the surgical procedure which previously was used to recover oocytes (eggs). This procedure, called Transvaginal Oocyte Retrieval, requires neither hospitalization nor general anesthesia.

Using a special catheter, the couple's pre-embryos will be passed through the vagina and into the uterus at the time the pre-embryos would normally have reached the uterus (2+ days after retrieval). If an egg is not retrieved or if the technique does not produce a pregnancy on the first attempt, the repeated procedure depends on the individual. Pregnancy can be confirmed using blood tests about 13 days after egg aspiration. Pregnancy can be confirmed by ultrasound 30 to 40 days after aspiration.

Invariably, the two most prevalent questions continue to be: cost and drugs.

A. Is IVF covered by insurance companies?

Unless your health insurance policy provides infertility coverage, it is unlikely that IVF coverage is provided. Frequently insurance policies will cover infertility but exclude IVF. This has been successfully challenged in the legal system. Consultation with your lawyer may be necessary to review your insurance company's refusal to provide IVF coverage. If, however, IVF is combined with surgical procedures used for diagnosis, insurance carriers may pay for much of the procedure. However, coverage will depend on the terms of your policy. For infertility alone, most insurance policies will not provide coverage.

B. What drugs are given to stimulate the ovarian follicles and to maintain the lining of the uterus prior to implantation of the pre-embryo?

Four to five medications normally are given:

1. Leuprolide acetate (Lupron), an injectable drug that blocks secretions of the pituitary gland, thereby optimizing the number of oocytes retrieved;

2. Human menopausal gonadotropin (Pergonal or hMG) or Follicle Stimulating Hormone (Metrodin or FSH), hormones that stimulate ovarian activity, are injected daily for about 6-10 days prior to the procedure;

3. Human chorionic gonadotropin (hCG), a hormone that mimics the action of the hormone which naturally induces ovulation, is injected 34 to 36

hours before retrieval and may be used after retrieval to supplement natural progesterone production;

4. Progesterone, a natural hormone that enables the uterus to support pregnancy, may be used as a daily injection after egg retrieval; and

Without question, the possibility of multiple births with IVF is most evident when multiple pre-embryos are transferred. 25% of pregnancies with IVF are twins. (In normal population, the rate is one set of twins per 80 births.) Triplets are seen in approximately 2-3% of pregnancies. The encouraging light is that there are no increased chances of birth defects, if you become pregnant through IVF.

As for what happens to any extra pre-embryos?

A maximum of four pre-embryos will be transferred to the uterus for possible implantation. Patients will have several other options regarding the disposition of the remaining pre-embryos. One option is to freeze pre-embryos for your later use. Other options are to donate or simply dispose of them.

Excess pre-embryos, if any, belong to you, and you will determine what is to be done.

JL

## *The Poet's Corner*

### BOX OF PHOTOS

Somewhere in this forgotten room  
sits a box with a heartbeat  
echoes climb the walls and float  
longing for an adventurous soul.

“If only they knew I existed!”

Once found, the house was ugly  
stains of water and a tattered coat  
so unattractive, in fact  
the invitation was frowned upon.

But there it sat. The old box under a blizzard of dust. Begging  
for a friend.

Flaps on the roof that partially broke  
allowing a ray of light inside  
I regarded the sun as the voice of reason  
no stronger flashlight was required.

So, I found an overturned bucket and rested.  
Parting the four flaps, I wiped the blizzard away.  
There, staring back at me, were the ones I'd lost.  
They were so alive, young, and free from illness.  
The ugly house sustained immeasurable beauty.

Somewhere in this forgotten room  
sat a box with a heartbeat  
like many boxes in the world  
asking not to be judged externally.

### ON MY TERMS

You asked me to leave the bedroom,  
but I wasn't ready.  
I needed to prepare my space;  
this was to be a step up, not out  
and it would be on my terms, not yours.

For twenty-four years we shared  
that double bed,  
that room with the slanted floor  
and peeling wallpaper.  
Breakfast in bed looking through  
diamond panes of leaded glass  
at the changing colors and falling  
leaves, like living in a tree house.

I decorated the spare room with all that  
I wanted: an antique desk and family  
heirlooms. The new box spring and mattress  
was covered with a patchwork quilt.  
It was my room now.

I was ready.

As I lay in bed that first night, I felt  
a renewed sense of solitude, of peace.  
I cuddled under the ceiling stars, remnants  
of our son's years in this room, and looked  
forward to a new day.

CLICK CLICK CLICK

My life is like a camera  
recording moments, holding steady  
images clear, wavering  
blurred focus -  
Click, click, click

Point, shoot  
minimal effort, thinking deferred -  
Click, click, click

Reset shooting mode  
manipulate settings, open or close aperture?  
Increase or decrease speed?  
Focus on foreground, background -  
Click, click, click

Check viewfinder, what do I see?  
Where shall I stand?  
Love the shadows, shun the sun  
or  
shun the shadows, love the sun?  
Click, click, click

Decide style  
quick continuous shooting  
methodical, slow paced, customize  
freeze action, blur a flowing river  
recompose, commit, black, white  
dullness, vibrancy -  
Click, click, click

My life is like a camera  
the contrasts of existence  
the laughter, the tears, the joy, the sorrow  
ALL  
have been stored in my memory stick.  
Click, click, click

#### WHAT WE HAVE LEARNED FROM DARWIN

There is no special human gene  
in any human being  
since each combines  
the genes of every living kind  
and all there is of race  
is in a human face  
in human eyes  
wide with a wild surmise.

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©mbcallaghan

JL

# THIN'K'ERS CORNER

## POPULATION OVERLOAD

WHAT IN THE WORLD IS GOING ON?

BY THE YEAR 2050 THE WORLD'S POPULATION WILL REACH 9.3 BILLION AT A GROWTH RATE OF  
77 MILLION PEOPLE PER YEAR.

## DID YOU KNOW?

IN JUST 5 YEARS THERE WERE 300 MILLION UNPLANNED PREGNANCIES WORLDWIDE  
(NOT INCLUDING THE 3RD WORLD) WITH 700,000 WOMEN DYING AS A RESULT.

THERE'S A HUGE, UNMET NEED TO RECTIFY THIS!  
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HOW CAN SOCIETY HELP? IS THERE A SOLUTION? YOU DECIDE.

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## YES, VIRGINIA! COME - EXPLORE WITH ME

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JO LEE MAGAZINE – CELEBRATING 10 YEARS OF LUXURY – DECEMBER 2010

As you venture out into our world, your travel can consist of a day visit to the closest towns or a journey that will place your feet clear on the other side of the world. It is all about discovery and about everywhere you walk.  
So, COME – EXPLORE WITH ME.

### *Branson, Missouri*

BY LOIS M. GORDON  
SILICON VALLEY – CALIFORNIA

I thought that Branson would be a mini Las Vegas with all of the glitz and glamour. It's not. It is a fun, home-town community filled with helpful people and wonderful shows. The old part of town is still a town of the forties with great places to eat, shop and browse.

We were there only 2 full days, but saw five shows - each one wonderful.

The first show was called Legends. These were five performers imitating stars of the past. My two favorites of the five were: The Blues Brothers (who were wonderful); and every woman in the audience fell in love again with Elvis Presley. The show was terrific.

We saw a show starring a comedian, and I laughed throughout the whole evening. We saw the timeless Andy Williams. He is now 82 years old. We thought he would open the show and close the show, how wrong we were. He was 90 percent of the show. Still dances a bit, and sings great. It was a delight to see and hear him again.

Another show was a violinist who played beautifully. He had a new and elegant theater and featured a wonderful variety of young singers and dancers.

We enjoyed the Broadway show. The younger people did parts of the most

famous shows of Broadway. The young man who sang "Oklahoma" from the show of that name was truly magnificent.

The town of Branson itself is not huge but there are many theaters and many choices of shows. One should really stay about five days to see them all. There is a lake outside of town to picnic at; lots of children activities and many hotels. The countryside is lovely and one really needs to drive through it and enjoy the variety. Branson is small town USA of the 1950s. I am certain that during the summer and holidays it is packed end to end with tourists. So if you plan on going think late spring or early fall.

We had dinner at a fine restaurant with exquisite service. We stayed at the Marriott resort with the concierge making our show and dinner reservations. The property was convenient and beautiful. We had a two bedroom, two bathroom, kitchen and living room suite - for not a lot of dollars! We loved it. There was a swimming pool and many other activities available right on site. Perfect for families with children.

See you there soon.

JL

# WHY CHOOSE VIKING RIVER CRUISES?



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## PASSENGERS REALLY EXPERIENCE THEIR DESTINATIONS

While river cruising makes travel effortless, it's really the enjoyment that passengers get from seeing both bustling cities and idyllic riverside towns that keeps them coming back. On a Viking River Cruises vacation, you'll view artistic masterpieces, explore the opulent gardens of a royal palace, or enjoy the sights and sounds of a vivacious outdoor market. And there are no hidden costs—it's all included in the price of the cruise.



✦ *Your guides share "insider" stories*





✦ *Our ships often dock in the heart of a city*

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“As European Commissioner for Competition, my aim is to promote a fair and free environment for business in Europe. I am one of 27 Commissioners who work to maintain a peaceful and prosperous Europe.”

## *Neelie Kroes Tearing The Ground From Under Cartels*

BY HÉLÈNE EVRARD  
BRUSSELS – BELGIUM

“Europe and European policy-making is about what we all share in common and how we become something better by working together.”

The best everyday expression of this idea is the Single Market, where goods and services flow freely across the EU’s 27 Member States. Without the Single Market there would be more red tape, higher taxes and consumers would pay higher prices in supermarkets, at petrol stations – and on all other purchases. Instead, today we are fortunate that the Single Market allows our well-educated people to come together and create prosperity.

The Single Market is a precious achievement, and the best way to keep it functioning effectively is to ensure competition between companies.

My job is about acting as a referee of this process. If we think of the European economy as a football match: I set and enforce the rules of the game, in conjunction with the other Commissioners. We make sure it is a fair match, and that there is punishment for people and companies that break the rules and spoil the game for others.

Specifically I work to:

- Ensure companies do not fix prices or

carve up markets

- Stop mergers and take-overs that restrict competition
- Make sure taxpayers’ money is spent efficiently – for example when it is allocated to social projects or new businesses or environmental protection. This spending is called state aid.

It is not always obvious, but decades of research show that our work to protect competition gives real benefits to all European citizens and businesses. Competition means a greater choice and higher quality of products and services, at lower prices. The much cheaper phone calls and flights available in recent years are good examples of the effect of increased competition in a market.

Tackling cartels is a never-ending task!

I believe that distortions of competition in the internal market are even more damaging in times of economic crisis, because they benefit only a few companies, whilst harming millions of Europeans.

Cartel is a group of companies that get together and decide to charge the same high prices or decide not to offer the same products or services as each other so that they do not have to compete for business. Cartels are bad for both

companies and consumers as they keep prices artificially high and lead to fewer choices of goods and services. We estimate that in markets where cartels have been active, the prices of those goods and services can wrongly inflate from anywhere between 5% and 15%.

Between 2005 and 2007, my services and I stopped 18 cartels, which we estimate saved consumers around 17.6 billion. In 2008, we stopped a further 7 cartels and imposed fines on 34 participating companies. We discovered cartels in upstream or wholesale markets, for example the markets for car windshields or candle wax. Cartels in upstream markets are indirectly harmful to consumers as the higher prices charged for components are passed on to consumers that artificially inflate the cost of the cars and candles we buy. We also uncovered some cartels that were operating on markets that directly affected European consumers, such as the banana market and the market for international removal services.

I feel proud that we have been able to help consumers to save money on these everyday items.

JL



# *Living And Fighting Alongside Men And Fitting In*

BY LANE MCGENSON  
UK

There is no mistaking that this dusty, gravel-strewn camp northeast of Baghdad is anything other than a combat outpost in a still-hostile land. And there is no mistaking that women in uniform have had a transformative effect on it.

They have their own quarters, boxy trailers called CHUs (the military's acronym for containerized housing units, pronounced "chews").

There are women's bathrooms and showers, alongside the men's. Married couples live together. The base's clinic treats gynecological problems and has, as well as the equipment needed to treat the trauma of modern warfare, an ultrasound machine.

Opponents of integrating women in combat zones long feared that sex would mean the end of American military prowess. But now birth control is available — the PX at Warhorse even sold out of condoms one day recently — reflecting a widely accepted reality that soldiers have sex at outposts across Iraq.

The wars in Iraq and Afghanistan are the first in which tens of thousands of American military women have lived, worked and fought with men for prolonged periods. Wars without front lines, they have done more than just muddle the rules meant to keep women out of direct enemy contact.

They have changed the way the United States military goes to war. They have reshaped life on bases across Iraq and

Afghanistan. They have cultivated a new generation of women with a warrior's ethos — and combat experience — that for millennia was almost exclusively the preserve of men.

And they have done so without the disruption of discipline and unit cohesion that some feared would unfold at places like Warhorse.

"There was a lot of debate over where women should be," said Brig. Gen. Heidi V. Brown, one of the two highest ranking women in Iraq, recalling the start of the war. In many ways, General Brown's career trajectory since the war began reflects the expanded role for women at war. "We've needed — needed — the contributions of both our men and women," said Brig. Gen. Mary A. Legere, the director of intelligence for the American war effort here, and the other highest ranking woman in Iraq.

The military, of course, is not gender blind, especially in a war zone.

Sexual harassment in a still-predominantly male institution remains a problem. So does sexual assault. Both are underreported, soldiers and officers here say, because the rigidity of the military chain of command can make accusations uncomfortable and even risky for victims living in close quarters with the men they accuse.

As a precaution, women are advised to travel in pairs, particularly in smaller bases populated with Iraqi troops

and civilians. Capt. Margaret D. Taaffe-McMenamy, commander of the intelligence analysis cell at Warhorse, carries a folding knife and a heavy, ridged flashlight — a Christmas gift from her husband, whom she lives with here — as a precaution when she is out at night on the base.

Staff Sgt. Patricia F. Bradford, 27, a psychological operations soldier, said women are still viewed derisively at times in the confined, occasionally tense space of an outpost like Warhorse. "You're a bitch, a slut or a dyke — or you're married, but even if you're married, you're still probably one of the three," Sergeant Bradford said.

At the same time, she and other female soldiers cope with the slights, showing a disarming brashness.

"I think being a staff sergeant — and a bitch — helps deflect those things," she added.

The issues that arise in having women in combat — harassment, bias, hardship, even sexual relations — are, she and others said, a matter of discipline, maturity and professionalism rather than an argument for separating the sexes.

JL



## *Arts As Economic Engine*

BY PIA MOROE-LOGAN  
WASHINGTON – DC

The maverick Broadway producer Rocco Landesman is the new chairman of the USA's National Endowment for the Arts, the nation's largest and most important arts organization. He realized he was not the obvious man for the job, commenting, "there are a lot of people whose résumés laid out a lot better than mine but I think the President is serious when he talks about change. I think he wanted to bring a new energy to this agency."

Rocco Landesman's own résumé starts with his upbringing in and around the cabaret theater his father and uncle ran in St. Louis, the Crystal Palace. Performers including the Smothers Brothers and Mike Nichols and Elaine May often headlined there during his childhood, some of them staying in the Landesman family's basement apartment after their performances. Rocco, himself, did a lot of acting as an undergraduate at the University of Wisconsin, then went on to the Yale School of Drama, where he earned a Ph.D. in dramatic literature and criticism and stayed on as an assistant professor for four years, until 1978.

After leaving Yale, he started a mutual fund, bought racehorses until he had amassed a dozen — one successful horse would enable him to purchase another

— and about three years ago, he said, "came within five minutes of buying the Cincinnati Reds."

In 1985 he produced the Broadway musical "Big River," which won that year's Tony for best musical, at a theater owned by the Jujamcyn group, the third-largest of the big three New York theater companies, after Shubert and Nederlander. Two years later he was hired as the president of Jujamcyn Theaters, and in 2005 he bought the company; in his new position he will retain his ownership stake but will not participate in the company's activities.

Mr. Landesman wasn't tapped for the job. "I'd love to say the President drafted me, and I had to answer the call of duty, but no," he said. "I put my hand up for this."

"Everybody I talked to said, 'This is the worst idea I've ever heard, put it out of your head immediately,' " he said. "The idea of running a 170-person federal bureaucracy seemed crazy. But it's an unusual moment in history and I wanted to be part of it.

President Obama was the first candidate in my memory who made arts part of the campaign. He had an arts policy

committee and an arts policy statement and arts advisers.

In American politics generally, the arts are a little bit of a target. The subtext is that it is elitist, left wing, maybe even a little gay.

I wouldn't have come to the N.E.A. if it was just about padding around in the agency and worrying about which nonprofits deserve more funds. We need to have a seat at the big table with the grown-ups. Art should be part of the plans to come out of this recession. If we're going to have any traction at all, there has to be a place for us in domestic policy.

Cultural mavens, like President Obama, feel they now 'have one of their own' in the White House. It makes the arts community feel finally, for the first time in a long time, there might be some wind at their back."

JL



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# *Banks! Finance! Change!*

BY MARANNA SAVOY  
NEW YORK – NEW YORK

Six seasons have now passed since the highest-profile casualty of the financial crisis, Lehman Brothers, went under. Since then, all over the world, politicians, regulators and central bankers have focused on what needs changing to prevent another meltdown. Of course, crises come and go. But at the very least have banks learned their lesson? They would argue they are better capitalized than months ago and have exited the nasty products that shot holes in their balance sheets. Banks might also say that the consolidation of the likes of Bear Stearns, Merrill Lynch and HBOS into healthier rivals can only strengthen the sector. The regulatory environment will certainly be tougher. But there are plenty who still worry history might repeat itself. After all, most banks largely look like they did pre-Lehman, with fewer people. They also remain highly leveraged and remuneration still rewards risk.

Should bankers “repent” for the financial crisis? The Archbishop of Canterbury thinks so. Dr Rowan Williams told BBC2’s Newsnight that bonuses should be capped and that the City of London was returning to “business as usual” far too quickly for his liking.

Few economists realized how fragile the global financial system had become.

What lessons are we to learn then, from this shock?

A. The banks have not changed. Like all economic agents, the banks respond to their environment and right now the emergency liquidity injected by the central banks has again led to asset price inflation, leading banks to think that the good times are back, and they are lending, putting on risk, paying out guarantees to take advantage of them. So far there has only been talk of greater capital requirements and creating proper performance pay structures and until something is done for real, the banks will not change. Unless he is in hock to the government, there is no incentive for any bank CEO to act “responsibly”. This needs to be created.

B. I think that we came very close to a catastrophe that could not have been solved. That is a financial sector which was failing but where the money needed to bail out the banks was so huge that no government could get access to those funds. The risk is that if the banks now think the good times are back - and there is every indication that they do - then in two or three years time we will be back where we were, only this time the US Fed will not have access to the funds needed for a rescue as they will already be over extended from the last crisis. Then

we will be in real trouble. To prevent this, we need to put the risk back into lending to banks.

C. An even more fundamental question than that of excessive bonuses is simply how it is that the banking sector is sufficiently profitable to be in a position to pay huge bonuses to its traders? After a decade or more in which, as we now know, the sector has “lost” or destroyed value on a huge scale, the banks are recapitalizing themselves both directly through government support and indirectly through increasing their spreads to tax businesses and the public at large. We cannot allow bankers to continue the grotesque excesses of financial markets supported by an implicit and unlimited guarantee from the rest of us that they will always be bailed out by the rest of us. This implies strict separation of functions especially in separating out retail from investment banking, much smaller banks that are not “too big to fail” and the enforcement of competition rules that eliminate excessive returns.

JL



## All-Electric Car

BY BUCK PACKSTEN  
LOS ANGELES – CALIFORNIA

The car of the future is almost here.

Aptera Motors has rolled out the first pre-production model of the 2e, an all-electric, three-wheeled, teardrop shape (for maximum aerodynamic efficiency), two-seater that gets the equivalent of 200 mpg. It's a significant milestone for the Southern California startup who claims that once Californians get behind the wheel of this super-stream-lined car - the world of commuter transportation will change.

Aptera says 50 percent of the power your car uses at 55 mph is needed to push air out of the way. The company considered a conventional four-wheeler but found the added weight and rolling resistance cut efficiency by 34 percent. Making up for it would have required making the 13 kilowatt-hour battery 50 percent bigger, the company says.

Affordable is a relative term when you're talking EVs, and the 2e is expected to cost you something more than \$25,000 but less than \$45,000. That's a pretty wide range and it includes such mass-market cars as the next-gen Toyota Prius hybrid, the forthcoming Chevrolet Volt range-extended EV and the Mitsubishi i-MiEV electric city car that may or may not be coming to America.

And that would be a testament to the power of the \$10 million X-Prize to spur innovation.

The 4-year-old company funded by Google, Idealab and others is among at least 20 teams competing in the X-Prize race to build the world's first mass production-ready vehicle that exceeds 100 mpg.

Although the 2e electric car reportedly goes 100 miles on a charge, recharges in as little as four hours and could be on the road by the end of the year, it doesn't currently qualify for the loans Tesla Motors, Fisker Automotive and other automakers have received for one reason: It has three wheels.

The 2e is like nothing else in the auto industry, which might be why it scored a cameo in Star Trek. With its sleek, three-wheeled design, the 2e looks like something Spock might cruise around in. A lithium-ion battery powers an electric motor that can propel the car from zero to 60 in less than 10 seconds, on its way to a top speed of 90 mph.

High performance obviously isn't the 2e's strong suit, but who cares when you're getting the equivalent of 200 mpg? The 2e's ultralight weight of just

1,700 pounds also contributes to its efficiency. But don't worry, the car's front crumple zone, race car-like passenger safety cell and airbags will keep everyone inside safe. Aptera says there's enough room inside to haul around 15 bags of groceries, two sets of golf clubs or a surfboard.

Aptera will flog the pre-production model mercilessly to ensure durability and safety are up to snuff. The 2e differs from an earlier prototype called the Typ-1 in several significant ways. Front-wheel drive replaces the prototype's belt-driven rear wheel to improve weight distribution and traction, the rear-view camera was ditched in favor of mirrors, and wider doors make it easier to get in and out. The interior is a little slicker too, with a stereo, roll-down windows and solar-assisted climate control and: check out the PV cells on the roof.

Aptera is hardly the first startup to think it can beat Detroit at its own game. But Chief Executive Wilbur has spent more than 25 years in the auto industry, doing everything from product planning and development to bean counting for the likes of Ford and Chrysler, so he's got some idea what it takes to build the first, safe, affordable, all-electric car.

JL



# Bill Gates Calls Forkinder Capitalism

BY JI LUAN  
HONG KONG - CHINA

Bill Gates isn't abandoning his belief in capitalism as the best economic system. But he's grown impatient with the shortcomings of capitalism. He's seen those failings first-hand on trips to places like the South African slum of Soweto and has discussed them with experts on disease and poverty. He's troubled that advances in technology, health care and education tend to help the rich and bypass the poor.

So why is capitalism failing much of the world!

Among the Bill Gates fixes he plans to call for would be: companies creating businesses that focus on building products and services for the poor. "Such a system would have a twin mission: making profits and also improving lives for those who don't fully benefit from market forces."

Mr. Gates sees a greater role for himself in philanthropy now that he's retired from full-time work at Microsoft – where he remains chairman. "The idea that you encourage companies to take their innovative thinkers and think about the most needy - even beyond the market opportunities - that's something that appropriately ought to be done," he said. "Microsoft, early on, was hardly a charity. We weren't focused on the

needs of the neediest, although low-cost personal computing certainly is a tool for drug discovery and things that have had this very pervasive effect, including the rise of the Internet."

## ON BILL GATES' BOOKSHELF

"The Theory of Moral Sentiments": this 1759 book by Scottish philosopher Adam Smith arguing that humans are born with a moral sense and can derive happiness from the "fortunes of others."

"The White Man's Burden": by former World Bank economist William Easterly, this 2006 book lays bare the failings of five decades of international aid.

"The Fortune at the Bottom of the Pyramid": Michigan University professor C.K. Prahalad made a case in this 2004 book for businesses to view the world's poor as a viable consumer market.

"The Bottom Billion": in this 2007 book, former World Bank director Paul Collier contends that the gap in living standards is widening between the poorest fifty countries and the rest of the world.

Although Microsoft has had an active philanthropic arm for two decades, only in 2006 did it start seriously

experimenting with software in poorer counties in ways that would fit Mr. Gates's creative capitalism idea. Under that 2006 program, handled by about 180 Microsoft employees, the company offers stripped-down software and alternative ways of paying for PCs to poorer countries.

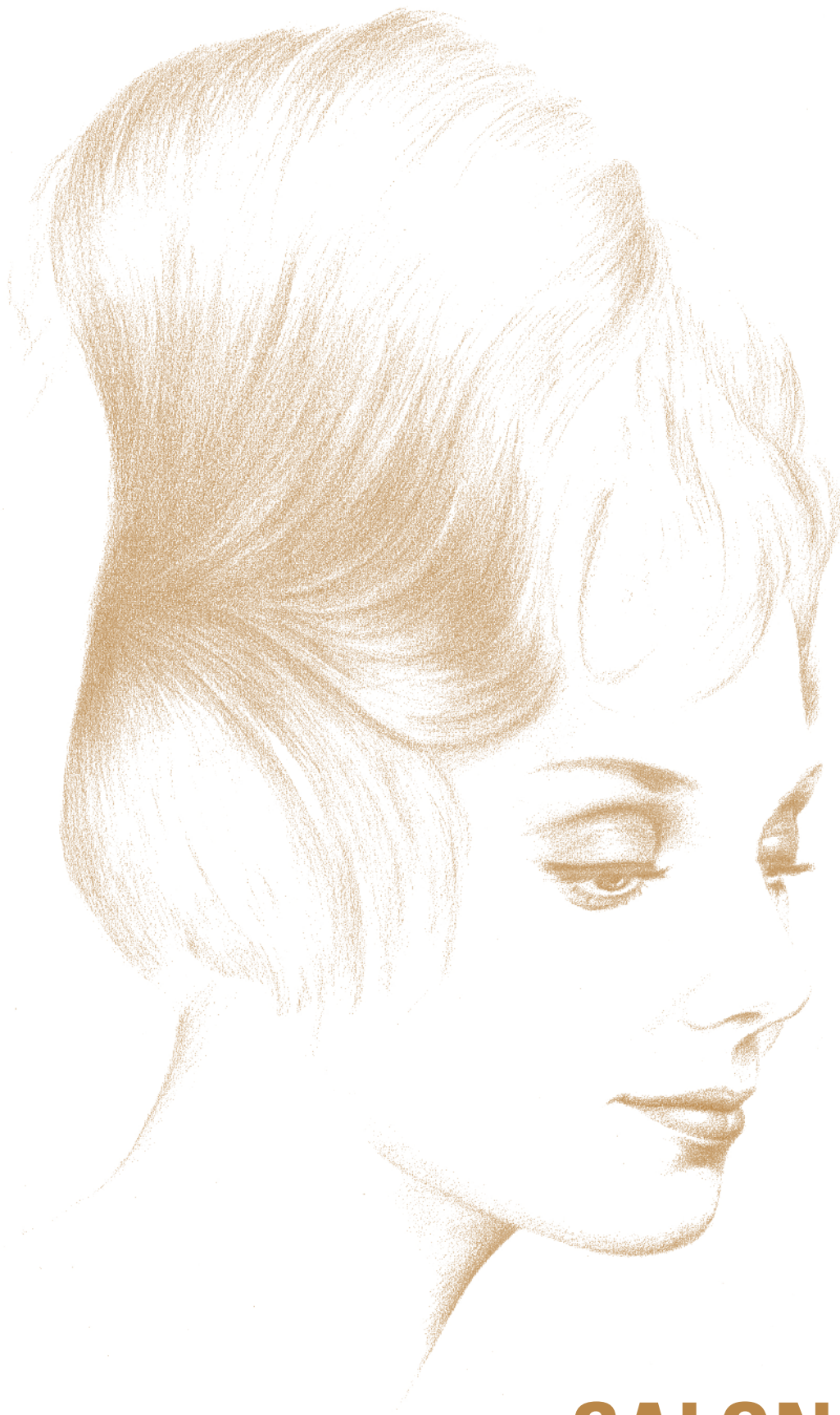
Key to Mr. Gates' plan will be for businesses to dedicate their top people to "poor" issues, an approach he feels is more powerful than traditional corporate donations and volunteer work.

Talk of moral sentiments may seem surprising from a man whose competitive drive is so fierce that it drew legal challenges from antitrust authorities. But Mr. Gates said his thinking about capitalism has been evolving for years.

A core belief of Mr. Gates is that technology can erase problems that seem intractable. And "in the coming decades we will have astonishing new abilities to diagnose illness, heal disease, educate the world's children, create opportunities for the poor and harness the world's brightest minds to solve our most difficult problems.

I'm an impatient optimist.

JL



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## Jeevan Gundu

Born January 7, 2007

He was photographed everyday for the first year of his life! It was a truly exhilarating and uplifting experience, the highlight of my photography career. This photographic journey has left me with a lifetime of memories, a sort of pictorial memoir that has captured some of the most charming and defining moments of my life. I want to take this moment to tell my son I am eternally grateful for him and his patience towards the lens and me. The library of images of him over the last couple of years has climbed to well over 100 000 and has been worth every bit of hard drive space. Together we have turned the first 365 days of his life into a historical work of art that I will cherish now and forever.

- Jag Gundu



# *In Pursuit Of Happiness P.T.1*

BY DAVID C. WESONGA  
NAIROBI – KENYA

I have never been an advocate of self-help literature, and neither do I believe in external motivation figures. I do not even consider this article a self help / motivational article. But I'm a firm believer in the happiness factor.

We spend entire lifetimes searching for happiness, pursuing even that which is beyond our reach, in the hope and prayer that it will be found. In fact, from a closer angle, every act is in search of happiness, even if we try to conceal it. And such is the power of momentum; it keeps propelling us to newer heights in our search.

We go to movies, matches, parties, and the desire is happiness. We get into relationships, break-up, divorce and even get into same sex marriages - all for happiness. And the search keeps going on in the hope that next time, we will be more successful.

In search of happiness, the Greek mythology of the sirens has been re-told the world over. Men wandered in search of the singing sirens, lured by the pure touch, the thrill to the ear of the voice of

the maidens and, unto their deaths, their happiness. It is said, at the height of happiness, one ceases to think. An inner silence engulfs one and peace takes over. Read death of the sirens.

Equate happiness to the recent story of the Sudanese businessman Mo Ibrahim. Mo Ibrahim is a media mogul, best known as the founder of Celtel, the leading pan-African mobile telecommunications company. He also founded a foundation to honor good leadership, governance and democratic practices in Africa. With a cash package larger than the Nobel Prize's, he wanted to reward the few examples of exemplary leadership around the continent. After two years, he ran out of former presidents to award! Could African leadership be happy with the state of affairs? Most likely!

African examples are littered all over with occasional inspirational stories and lots of firsts! And that is the problem with happiness. That there is no need to search for happiness or to create it; on the bizarre end, everything has to be let off, to go, for one to experience

happiness. I will be stoned for such moronic utterances, but the third world seems to be happy so far, and doing well, the developed countries? Not so sure.

The argument is, Africans are a happy lot. Else how do you explain the many firsts around the world? When a Kenyan gay couple found time off to wed in London, homophobes came out of the closet in large numbers. There was a time when "identity" referred to a "state of being" – color, sex, ethnicity, race, religion, language, marital status, national origin, political opinion, disability, and wealth or other social status, today "identity" is understood to include sexual orientation. What of the state of happiness?

While we were busy ostracizing two adults in a very straight frame of mind, for same-sex marriage, countries the world over were being brought down to their knees by macho men and heterosexual women who strike off a love for God and country! And we seemed happy about it, and went on, in pursuit of happiness.

JL



opposite: The Rooftops of Florence seen from Palazzo Vecchio.

# *The Rich, Famous And Powerful Ruled Renaissance Florence From Palazzo Vecchio*

BY HEIDE VAN DOREN BETZ  
SAN FRANCISCO – CALIFORNIA

Palazzo Vecchio on the Piazza della Signoria was completed in the mid 14th century with additions as late as the 16th century. It was the seat of power and influence for the wealthy Medici family. The romanesque, fortress-like exterior of the Palazzo, with its dominant clock tower, gives an austere and foreboding impression.

The ornate architecture, gilded columns, frescoes, statuary and paintings in the Palazzo's interior are among the most spectacular in Renaissance art history. Both floors have reception halls and private chambers, each dedicated to a Medici family member. Immediately after the entrance, the opulent first courtyard of white and gilded stucco and elaborate frescoes of the Austrian Hapsburg estates, painted by Vasari in honor of the wedding celebration of Cosimo de Medici to Emperor Maximillian's sister Johanna of Austria, greet the visitor with a vivid visual jolt.

The imposing and most important room is the grand ceremonial chamber or the Hall of 500, (Salone dei Cinquecento). It was the center of Renaissance politics and society. It is still a focal point in modern-day Florence where the office of the Mayor and the City Council are

housed. The walls are said to contain works by Michelangelo and Leonardo da Vinci, overpainted in the 16th century with a mural by Vasari.

The second floor houses apartments, such as that of Eleonora de Toledo, with a private chapel of exquisitely elegant religious frescoes by the Florentine painter, Bronzino. The Lys Room has elaborate frescoes by Girlandalo as well as a bronze statue of Judith by Donatello. In the Room of Penelope, a ceiling in frieze depicts scenes from the Odyssey. Paintings by Botticelli adorn the walls. In the Audience Chamber, (Sala dell'Udienza) frescoes from the 16th century depict the Roman General Camillus.

Just outside Palazzo Vecchio, in the Piazza della Signoria, is a copy of Michelangelo's David, flanked by Hercules and Cacus by Bandinelli. Less than one half block away, is the Uffizi Gallery, home to some of the greatest art treasures of mankind. Only a short walk, is the Duomo, the great cathedral of Florence. So many of the world's treasures in less than a square mile leaves one breathless but in awe of the collective genius of the mid Renaissance.

JL

The "LYS" Salon with coffered gilded ceilings and bronze sculpture of Judith and Holofernes by Donatello opposite: Palazzo Vecchio in the Piazza della Signoria.







Window detail in a staircase, designed by Vasari, leading to the second floor of Palazzo Vecchio.  
opposite: Detail of the Botticelli "Madonna with Christ and St. John".





Detail of a fresco (Moses Strikes a Rock and Brings forth Water), by Bronzino in the Chapel of Eleonora.  
opposite: The Audience Chamber with impressive frescoes by Saliati of the life of the Roman general Camillus.





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## *And I'll Bet The Sweeps On That!*

BY DR. ANDREA BUCKETT  
TORONTO – CANADA

Q: What are the healing properties of turmeric? Gates – Adelaide, Australia

AB: Turmeric is a popular Indian spice known for its stunning yellow colour. Medicinally it contains the powerful compound curcumin, responsible for the spice's antioxidant and anti-inflammatory effects. Studies have shown it's helpful for boosting cognitive performance, protection of colon cancer and reducing inflammation in the body. Gates, add a teaspoon to rice or curry dishes - eating it with a healthy fat will help absorption.

Q: There are so many egg varieties on the market - free range, organic, omega 3. Which one is the healthiest option? Myriann – Washington, DC

AB: Myriann, eggs are slowly making their way back as a healthy protein – and rightfully so. The truth is eggs are a great source of protein. We now know that the cholesterol in eggs is not to be feared, as it has little impact on our blood cholesterol levels. My choice is to go certified organic. This way I know that the chickens are being housed and fed in such a way that I will get the most nutritional bang for my buck.

Q: I like to take my lunch to work every day. Is there an alternative to taking

it in plastic containers? Mei – Hanoi, Vietnam

A.B: While plastic is convenient, many people are trying to steer clear of using it. You do have some options. If you feel you can be careful enough, Mei, you can use glass. Glass is a great option if you plan on heating your lunch as it will not (as plastic does) leak toxins into your food. You can buy portable glass containers with rubber lids – alternatively, I have used mason jars for myself and my children's school lunches. Another option is stainless steel containers, which can be purchased in many health food stores or in Asian supermarkets.

Q: I love to cook. What are my healthiest options for pots and pans without compromising function? Mandeep – Summerside, Prince Edward Island

A.B: This is a subject many people don't even think of when it comes to their health. The best options are those that do not break down under heat or acidic food. Pots and pans made from enameled cast iron or layered aluminum and copper between stainless steel are the safest and best performing cookware.

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## *Best Job In The Royal Navy Captain Of The H.M.S. Victory*

BY RAY SCOTTY MORRIS  
SAN FRANCISCO – CALIFORNIA

Lieutenant Commander Douglas Oscar Whild of the British Royal Navy has a very unique naval command. He is the 99th Commanding Officer of the world's oldest warship, the H.M.S. Victory. His crew consists of both naval and civilian members because H.M.S. Victory is still active in the Royal Navy. It is also a museum, open to the public.

The Victory is a 100 gunship of the line launched in 1765. It was Admiral Lord Nelson's flagship at the Battle of Trafalgar where Nelson won England's greatest naval battle against the combined French and Spanish fleets which saved England from Napoleon's invasion. The battle that took place October 21, 1805, a date every British schoolboy knows, was Nelson's greatest triumph and his last. He was wounded by a French sniper who was in the rigging of the French battleship Redoubtable. Nelson lived long enough to know he had won England's greatest sea battle.

The Victory is 227 feet long and a breadth of 51 feet 10 inches, top masthead is 220 feet tall and can hold up

to four acres of canvas which gives the ship a top speed of 5 knots if you have the wind. The H.M.S. Victory took an estimated five thousand oak trees and six years to build, with a crew of 850. The cost was 63,136 pounds - about 55 million pounds today.

Douglas Oscar Whild joined the Royal Navy as a boy seaman in 1981 and saw action in the Falkland war. He and his wife, Nicky, have two sons. Douglas' favorite sport is jumping out of planes and, in his own words, "I have the best job in the Navy".

The Victory has two roles: it is the flagship of the Commander-in-Chief Naval Home Command and it is a museum. Whild is kept busy looking after the daily upkeep as well as entertaining guests in the Great Cabin and showing V.I.P.s around this historic vessel. The most asked questions: "where was Nelson standing when he was shot by the musket ball, and how much of the ship is still the same as when it was built", are difficult to answer because the ship has been repaired so many times.

JL



Oscar Whild with two of his crew. H.M.S. Victory in the background.





Seaman Kelly Stone with Captain Whild inspect the setting on Nelson's dining table.





Ropes securing the six anchors used on board ship.





Looking over the gun deck of H.M.S. Victory.





## THE NEXT 100 YEARS: ONE CHILD'S JOURNEY HOW SHE/HE WILL LIVE, LOVE AND NEVER REALLY DIE

### *Discover The Talents*

BY KELECHI ELEANYA  
THE NIGER DELTA – NIGERIA

Our world is rapidly globalizing at an extremely alarming rate! Massive infrastructural developments to meet the growing challenges, explosive and mind-blowing technological discoveries and new dimensions of communication breakthroughs are taking place by the day...

There is no doubt that any great occurrence begins in a minute way, then grows to become a focal point. There are tremendous personalities in societies and nations today - all beginning from a point. From very small beginnings. Margaret Thatcher, former British Prime Minister; Bill Gates, one of the world's richest people; Barack Obama, President of the United States of America; Ben Carson, the world's renowned neurosurgeon; Sir Nelson Mandela, a legend of our time - to mention a very few. These great people had some skills, some talents that were polished, refined and carefully directed to make them what they are and what we admire today.

The straight truth is: every child comes into the world stuffed up with special talents - programmed to solve a problem or meet a need in the world. How can

this talent be discovered and built up? This remains a big question.

Early in life, children show personality traits and preferences for what they like and dislike. They represent a guide to what they have been programmed for. By planning specific learning opportunities with children's unique personality styles in mind, you nurture their positive feelings about themselves. A unique idea is to create opportunities for children to explore different objects, activities, and people. This initial exploratory process is key to helping a child discover his God-given talents.

Adults can nurture children's positive self-esteem by helping them discover what they are good at doing. Part of a child's self-esteem comes from feeling competent and skilled at something she or he enjoys. We all can play a big role in helping children to be successful and feel good about themselves.

The challenge of filling child talent development gaps is still enormous, but parents and guardians should encourage their young to practice and exercise their talents so that skills grow and

improve. If you provide opportunities that touch on the different kinds of learning, children will recognize which activities come naturally, feel right and are satisfying.

Think about it this way...

How many potentially great writers, musicians, leaders or other creative geniuses never explored their talents because there was no one to recognize their aptitudes?

Just like many of the world's natural resources, such as gold - though of great potential value - will remain only a worthless material if it is not discovered, refined and packaged. The same way millions of precious children will walk through the sands of time unnoticed: leaving multitudes of gaps in our world - unfilled!

The JOY is: it's not too late!!

Please, do what 'you can do' to help a child to discover and build their innate talents. Not for tomorrow. For today.

JL



## *The Hegelian Dialectic Of Global Warming*

BY CRAIG RICKER  
MOSCOW – RUSSIA

Once a year, I leave Russia to renew my visa and get a dose of western media. Since I am only exposed to the media annually, my perception is not dulled by gradually introduced ideas. In the past four years I have seen the media presentation of global warming leap from the greenhouse gas theory, global warming, climate change and now the climate change crises.

Now, according to western media all the problems of the world are the result of climate change. These include urbanization, world hunger, crop failure, cultural dislocation, etc.. This crisis has advanced in the media with no significant new information. They even label scientists who question this theory global warming deniers.

Although I consider global warming to be a real problem, in my opinion the global warming movement is not about saving the environment. It is about a power grab. The media message is simple, western countries must give up some sovereignty and a lot of money to reduce carbon emissions.

There is a stone on the global warming road to a world government and this

stone's name is Václav Klaus, the Czech president. As a man who had lived under communism most of his life, he, like myself, noted the totalitarian foundation to this huge movement.

What did Mr. Klaus and I see? We saw the favorite battle strategy of the world revolutionaries. The strategy is called the Marxist Hegelian dialectic, the application of problem, reaction and solution. It is simple, effective and communists use it all the time with great success.

How is it applied to global warming? By identifying a real problem, they invent or manipulate the reaction to achieve a predetermined solution that fits their needs. In this case the problem is global warming, the reaction, a legitimate one, is the desire to reduce carbon emissions and the solution, the communist goal, is to create a global organization whose powers transcend sovereign states which would have the power to force the member states to fund it. In this case it is the Lisbon and Copenhagen treaties.

This trick has been used since the French revolution to the war on terror. By hook or crook they put themselves in

control of the machinery of power. The difficult point to grasp for the western mind is that, from the inception of the propaganda campaign, they never have any intention of solving the real problem, only putting themselves in power.

The signature trademark of the Marxist dialectic warrior is that the solution is always destructive. For example, in Russia the only way to help the workers and peasants was to totally destroy the existing order.

In the global warming strategy, the west must dismantle some of its industry and tax productivity. As the Czech president said, the Lisbon and Copenhagen plans for carbon reduction are neither serious nor realistic. Why, because there is no real intention of reducing carbon. The goal is power.

JL



### *Sing, San Francisco Part One*

BY GENE ARCERI  
NEW YORK – SAN FRANCISCO – LONDON

Billboard - America's oldest show business trade paper - gave us the opportunity to observe developments in American entertainment firsthand on a daily basis.

The April 28, 1906 issue headlines blared:

San Francisco Theaters All Go Down In Disaster. Both playhouse districts are wiped out, many companies lose scenery and properties when Earthquake and Fire visit the Metropolis of the great Pacific slope.

San Francisco is a memory.  
At five o'clock Wednesday morning, April 18, a terrible earthquake visited the city.

The magnificent St. Francis Hotel which was being greatly enlarged to accommodate its rapidly increasing patronage was shaken by the quake and consumed by the fire. The new Fairmont, on Nob Hill, which would have been most elaborate and, at the same time, the most expensively equipped hostelry in America, was level in the dust.

San Francisco was the gayest city in America but now - all those elegant cafes and elaborate, decorated theaters have been leveled. There is desolation beyond description. Where once the streets were alive with the gayest of the gay crowds, they are now buried beneath piles of

smoke blackened masonry. All, all is gone...

But San Francisco, like another Phoenix, will rise from the ashes. She will be greater, more beautiful and more worthy of admiration than ever.

A YOUNG MAN LIVING IN SAN FRANCISCO HAD DRESSES FOR SALE. ONE DRESS IN PARTICULAR IS HISTORIC. WORN BY THE FIRST QUEEN OF THE BARBARY COAST. MARY BLAKE.

Jeanette (Mary), dressed in chiffon over satin with embroidered design done in sequins, beads and marabou feathers - sang "San Francisco" at the Chicken's Ball - bringing the house down along with the entire city. The movie was made at Metro-Goldwyn-Mayer studios. The storage vaults of MGM opened to public sale and the garments that once clung to 'heavenly bodies' were sold. Bill Smith, idealistic and knightly, rescued the gowns for sale.

Bill left the lot with the San Francisco dress, among others. It was in that dress (in the film) on April 18, 1906 at The Chicken's Ball that Jeanette won first prize representing the Paradise Club, singing "San Francisco".

HOWEVER, LET'S RETURN TO 1935 AND MGM BUSTLING WITH ACTIVITY. GABLE IN THE COMMISSARY, TRACY ON A SOUND

STAGE AND A REDHEAD RUSHING TO WARDROBE.

Bob Hopkins yells to her, "Hi, sweetheart," he calls to Jeanette. "Look, I got an idea for a smash that's right up your alley. It's terrific. It's got an earthquake in it. Listen." And he told her the story of San Francisco. The leading character was inspired by a young dandy in silk hat, white tie and tails, who gambled with rich suckers for big stakes. Jeanette liked the story. "Your leading man" she said, "sounds like Gable. We can't get him. He's tied up with a couple of other pictures. It's got to be Gable. Nobody else can do it as well."

The song "San Francisco" was selected by a competition among composers under contract at MGM and won by Bronislaw Kaper, who had just arrived from Yugoslavia, spoke little English, and had never seen San Francisco. His tune so characterized the brisk spirit of San Francisco that it was adopted as a theme song by the city itself.

In time another song, "I Left My Heart In San Francisco", came along that captured the public's imagination but not its spirit ... and again, came another Earthquake in 1989.

JL



### *Sid Levine*

BY JOHN PAUL JARVIS  
TORONTO – CANADA

I took over a lens and camera distributor in Montreal in the late '70s to transform it into a subsidiary of a multinational company with head office in Santa Monica. Sid Levine was the obdurate Operations Manager.

Montreal was morphing into a business backwater after the 1976 election of a separatist government in Quebec. Quebec was forfeiting its intercontinental cachet and the future for foreign ownership was tenuous.

My mission was to revive this sleeper and transform it into the realm of current business practices, of course, profitably.

A tall order, but being young and ambitious I didn't see any reason why not. The employees presented some 'challenges' to use the business vernacular of that era, compounded by the fact that the operation was not computerized. All of the information that should have been resident in a CPU was in Sid Levine's head. As Operations Manager he had no back up and typed all orders on a vintage 1948 Underwood. Sid was twice my age, the brother in-law of the previous owner and inured in his ways. We were as different as chalk and cheese.

Sid's desk was festooned with heaps of paper, orders, letters of credit, inventory reports, receiving documents, product allocations, all pertaining to the operation of the company. If you asked him for a specific document he could place his hands on it instantly, but they were just piles of paper to anyone

else. I determined quickly the key to the transformation was Mr. Levine.

Sid worked Saturdays and I contacted his wife and had her pack a dummy lunch and invited him to an afternoon Expos game. Sid was so adroit with figures, he could calculate the batting averages for each player while at the plate. Our mutual love of baseball was evident, enjoying a great afternoon with beer and 'chien chaud' as hot dogs are referred to in Montreal. He kept asking "why are you doing this?" Because it's Saturday, Sid.

He was anxious about his bonus with the ownership changes and I said, "don't worry, you'll get it," to which he responded, "will you guarantee that"? I did. He reluctantly developed trust.

The company prospered beyond expectation and my plans to move the operation to Toronto came into effect with Sid graciously retiring, with all bonuses paid and recognition as a key employee.

The first year after the move the national sales meeting was at the Four Seasons in Toronto and we minted a new award for the top sales person, the "Sid Levine Award" with Sid's old Underwood as the trophy.

We flew Sid and his wife in to do the inaugural presentation and he pointed out that "that machine had created more orders than all of the sales team combined." He was right.

JL



## *Spring Is Here*

BY CARLA DRAGNEA  
BUCHAREST – ROMANIA

### VISIT A GREENHOUSE

Visit your local greenhouse and have your children pick out a few plants for a family garden. Have children participate in the planting and care of their own plants throughout the summer.

### GO FOR A NATURE WALK

Take a walk around the neighbourhood and look for signs of new life. Make it fun by taking along magnifying glasses and examine a budding tree or a blade of grass. There are many signs of spring. Encourage your children to tell you all the signs they see.

### CLEAN THE YARD OPENLY

Getting everyone out and cleaning the yard will be wonderful exercise for the whole family. Raking, seeding the lawn and cleaning out flowerbeds will teach your children what hard work it is to keep a yard looking beautiful.

### GEAR UP FOR A GARAGE SALE

Spring is the time for the annual spring-cleaning of all closets. It is the perfect opportunity for children to go through all their toys they no longer use and to

have a garage sale. A nice idea would be for your children to either donate some toys or portions of their money from the sale to a charity of their choice.

### GO FOR A FAMILY BIKE RIDE

Prepare your children's bicycles for their first ride of the season. Before you and your children go for a family ride, speak to your children about bike safety. According to the Safety Council "the attitudes you, as a parent, instill in your children from a young age will determine how they will ride for years to come." Reviewing with your children the rules of the road, turn-signaling and helmet use are extremely important for their safety and should be reviewed consistently.

### VISIT THE BABY ANIMALS AT THE ZOO

The best time to visit a zoo is in the spring. Baby animals are born during the spring months. Since the weather is not overly hot, many animals and their young are more active.

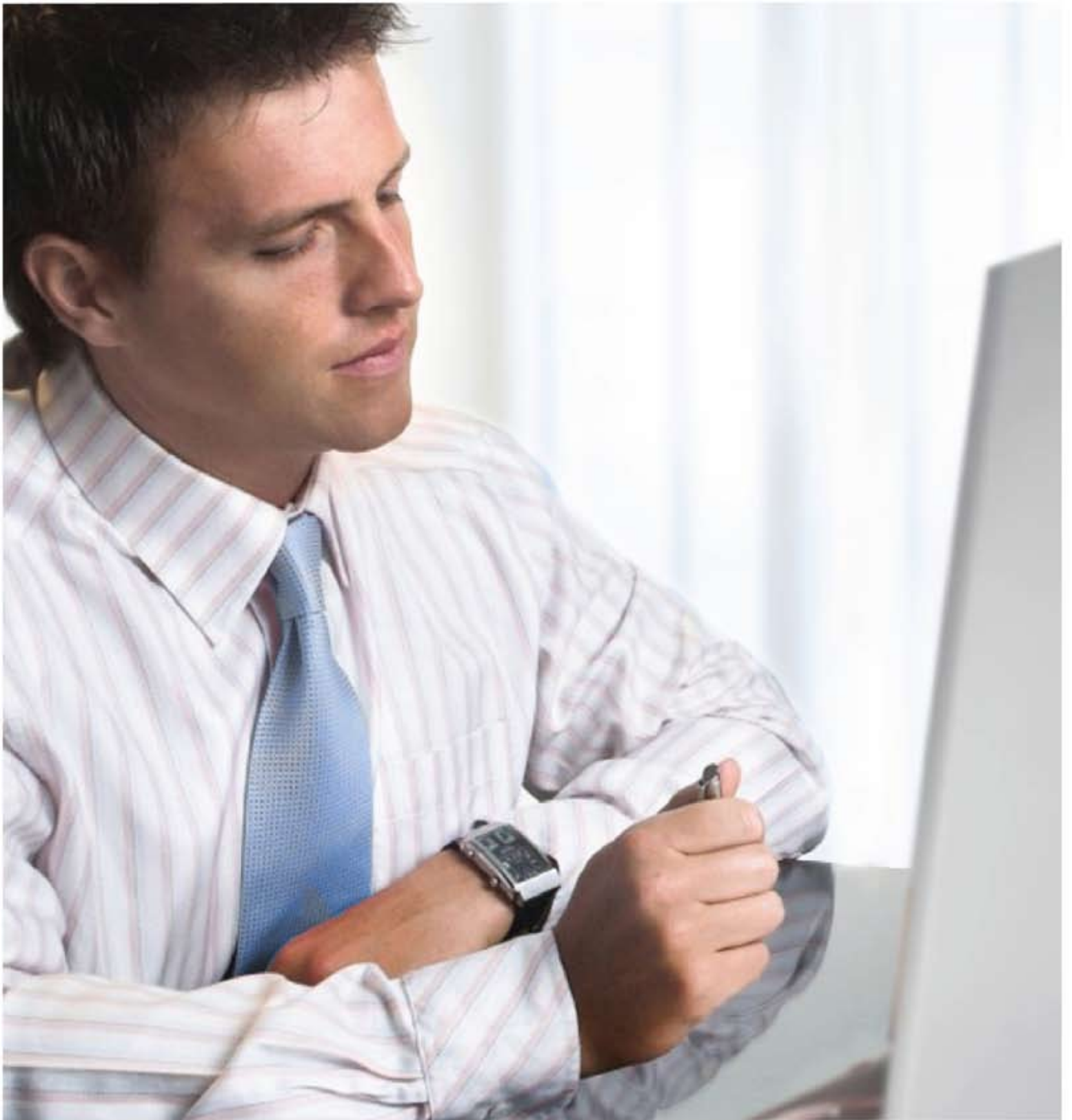
### GO FOR SPRINGTIME PICNICS

Picnics are another fun idea. You can do one in the park or in your own yard.

Barbecued food is great for a backyard picnic. Just spread the blanket on the grass and eat your food fresh from the grill. Fruit skewers, open face sandwiches, cupcakes and sparkling grape soda can make a very fancy park picnic.

Planning family outings are great ways to spend time together either by working in the backyard or visiting a zoo. Springtime can be fun whatever you decide to do.

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## *Do You Know Everything?*

BY JO LEE MAGAZINE

NEW YORK / SAN FRANCISCO / HONG KONG / LONDON / TOKYO / ROME / TORONTO

1. Name the one sport in which neither the spectators nor the participants know the score or the leader until the contest ends.
2. What famous North American landmark is constantly moving backward?
3. In many liquor stores you can buy pear brandy, with a real pear inside the bottle. How did the pear get inside the bottle?
4. Only three words in standard English begin with the letters 'dw' and they are all common words. Name two of them.

Answers:

1. Boxing
2. Niagara Falls. The rim is worn down about two and a half feet each year because of the millions of gallons of water that rush over it every minute.
3. Bottles are placed over pear buds when they are small, and are wired in place on the tree.
5. Dwarf, dwell and dwindle .

## *History Mystery*

BY JO LEE MAGAZINE

NEW YORK / SAN FRANCISCO / HONG KONG / LONDON / TOKYO / ROME / TORONTO

Abraham Lincoln was elected President in 1860.  
John F. Kennedy was elected President in 1960.

Lincoln 's secretary was named Kennedy.  
Kennedy's secretary was named Lincoln.

Both were assassinated on a Friday by Southerners.  
Both were succeeded by Southerners named Johnson.

Lincoln was shot at the theater named 'Ford'.  
Kennedy was shot in a car called 'Lincoln' made by 'Ford'.

Lincoln was shot in a theater and his assassin ran and hid in a warehouse.  
Kennedy was shot from a warehouse and his assassin ran and hid in a theater.

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