People Leave Their Work Places. Why?

Roy Jenne  
May 28, 2003

It is useful to see a few of the reasons why people leave their jobs.

1. Director of Smithsonian Natural History Museum Quits (Oct 2001)  
   - Me: They should have tried to keep him!

2. Disenchanted NASA Goddard Chief Quits (Mar 1995)

3. Eisenstein Leaves NSF

4. A Writer In Nigeria Fled To Save Her Life (Nov 2002)

5. Sun Computer Has Many Management Changes (May 2002)

6. Stripped of Power At His Empire, Ted Turner Quits

7. Boeing; two top Hughes people did not like the new direction of the unit. They quickly quit.

8. Army chief leaves (Apr 2003)  
   - They disagreed about battle strategy and transformation plans. The vice chief will not take the job.

9. The Director of EPA, Whitman, Resigns (May 2003)

10. Anthropologist Sues Museum Over Firing.  
    - She thought that human settlers may have had a significant ecological impact on the Amazon hundreds of years before modern loggers arrived. She was fired Dec 2002.

11. Palestinian Negotiator Quits After Being Dropped from Talks.

12. Ameritrade: Two companies merge and 40% of the 600 Info Tech employees lose jobs.

13. Can Dick Parsons Rescue AOLTime Warner?  
    - It was a business “merger from hell.” (Info, May 2003)
Smithsonian Institution

Director of Natural History Museum Quits

The director of the world’s most visited museum has resigned to protest a planned reorganization that would separate the museum’s scientific and educational roles. Robert Fri, who heads the Smithsonian Institution’s National Museum of Natural History in Washington, D.C., said in a memo to his staff on 28 May that he cannot commit to the proposed changes. He plans to step down by October.

About three-quarters of the Smithsonian’s 425-member scientific staff are based at the Natural History Museum, including geologists, anthropologists, paleontologists, and systematic biologists, as well as technicians who manage the museum’s extensive collections of rocks, plants, animals, and artifacts. Many of these researchers have been up in arms in the 2 months since the new Smithsonian secretary, Lawrence Small, proposed closing some research units and reorganizing scientific activities into several centers of excellence (Science, 13 April, p. 183; 11 May, p. 1034).

Under the new plan, the role staff scientists would play in the museum’s exhibits and other educational activities is unclear. Researchers are now actively involved in the design and content of museum exhibits and public programs, and the public has always “recognized exhibits as the veneer with the research and collections behind them,” says David Dilcher, an evolutionary biologist at the University of Florida, Gainesville, who is on the museum’s advisory board. “If you cut the threads that pull these things together, then what will become of natural history at the Smithsonian?”

Fri, who led the museum for 5 years, said he could not implement Small’s proposed plan: “I do not feel that I can make that commitment enthusiastically,” he wrote in his memo. In a prepared statement, Small paid tribute to Fri’s contributions but had no comment about his reasons for resigning. Fri’s replacement has not been named.

Museum staff members were disappointed by Fri’s decision. “He has been a good manager. He has brought stability that we had not had at the museum,” says Smithsonian paleontologist-Brian Huber. But they weren’t surprised. Both Dilcher and advisory board member Emilio F. Moran, an anthropologist at Indiana University, Bloomington, said Small had excluded Fri from the planning process for some time. “Many of us are very concerned about the very topdown, nonconsultative approach of the secretary,” says Moran.

Small’s proposal to shift the museum’s research into a separate administrative center, says Dilcher, will leave the museum a “skeleton devoid of the energy of the scientists.” He says he understands why Fri apparently does not want to become the caretaker of these bones.

—Elizabeth Pennisi

8 June 2001
Science Mag

- The director quits
- He tried to protect the museum
- He thinks that the new plan will hurt this great US museum

* This seems very good. The way it has been

Ray James
Disenchanted NASA-Goddard Chief Quits
Looming budget cuts and a notoriously demanding boss appear to have taken the fun out of being director of a National Aeronautics and Space Administration (NASA) research center. Last week John Klineberg announced his resignation as director of Goddard Space Flight Center in Greenbelt, Maryland, shortly after his deputy bailed out too.

Klineberg told Science he is disappointed in the way the public, Congress, and the Administration view public service. Incentives for employees to leave, such as the buyout Klineberg is grabbing in his exit, "can hurt organizations like NASA" by chasing away qualified people, he says. Officials close to Klineberg said he was fed up with the planned cuts and disenchanted with the role of NASA Administrator Daniel Goldin. Goldin has replaced almost every center director since he took over the agency in 1992, tightening his grip on the dozen centers that form NASA's core. As Science went to press, NASA had not identified obvious candidates to replace Klineberg.

Klineberg, age 56, says he has no idea what he'll do once he leaves NASA next month after almost a quarter century with the agency. He did not rule out a return. "Tell them I may be back. If Michael Jordan can do it, so can I."

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Eisenstein Leaves NSF The head of the National Science Foundation's biggest directorate surprised colleagues last week by stepping down from the job. Sources say he felt he had lost the confidence of NSF director Rita Colwell.

Robert Eisenstein, assistant director for mathematics and physical sciences (MPS), announced that he plans to spend the next 12 months on professional leave at CERN, Europe's particle physics laboratory near Geneva. A nuclear physicist, the 60-year-old Eisenstein joined NSF in 1992 and has served for 4 1/2 years as head of MPS, a $920 million program that funds several large facilities as well as providing grants to individuals and groups.

"His departure leaves MPS with a big hole to fill," says chemist Billy Joe Evans of the University of Michigan, Ann Arbor, chair of the directorate's advisory committee. "Bob has done a great job, and his departure was totally unexpected."

NSF officials declined to comment on Eisenstein's decision. But Evans says that NSF deputy director Joseph Bordogna told the committee that the agency "is moving toward having a 5-year term limit for [assistant directors]." According to Evans, Bordogna also noted that NSF's widespread use of rotators—academics who come to Washington for a few years—strengthens NSF's management by allowing it "to change course quickly."

Eisenstein, who remains on NSF's payroll, called his NSF stint "a wonderful scientific opportunity." At CERN he will join a team planning the installation of Atlas, one of four detectors for the Large Hadron Collider.

Next Up The longtime director of the Smithsonian Astrophysical Observatory in Cambridge, Massachusetts, has agreed to do double duty for the beleaguered parent organization.

Last week, Smithsonian Institution secretary Lawrence Small named Ira Shapiro as the new interim undersecretary of science, a job embroiled in controversy since Small announced his plan last spring to reorganize Smithsonian research. Shapiro succeeds Dennis O'Connor, who is headed for the University of Maryland (Science, 12 April, p. 235).

A search committee will hunt for a permanent replacement for O'Connor, who has also served as acting director of the National Museum of Natural History.

Contributors: Mari N. Jensen, Michael Balter, Xavier Bosch, Cassio Leite-Vieira, Jeffrey Mervis, Elizabeth Pennisi

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24 March 1995

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NIGERIA

(A SAD CASE OF RELIGION AND ETHNIC VIOLENCE)

A WRITER FLED THE COUNTRY TO SAVE HER LIFE.

Beauty contests have been popular in Nigeria for decades. Every year, young women from all over the country, including many Muslims, vie for titles such as Miss Nigeria, QueenAfrik, and The Most Beautiful Girl in Nigeria. Such pageants rarely spark riots.

But Kaduna is unusually fissile. Its population is evenly divided between Muslims and Christians, who fight often and hard. Two years ago, when Kaduna state followed other northern Nigerian states (which are mainly Muslim) and introduced sharia criminal law, 2,000 people died in street battles.

Kaduna's governor, Ahmed Muhammad Makarfi, is Muslim, but his more fiery co-religionists think he is too soft on Christians. He fails to enforce sharia, they say: alcohol is still openly sold in Kaduna. What is more, he supports Nigeria's president, Olusegun Obasanjo, the first southern Christian head of state for years. The rioters tore down Mr Makarfi's campaign billboards (there are elections next year), looted a shopping centre he is rumoured to own and called for his head.

Factions within the ruling party (to which Mr Makarfi belongs) may have used the riots as an excuse to thump each other. Political office is lucrative in Nigeria, not only for the office-holder, but also for his kith and kin. Mr Makarfi has been criticised for the way he awards public-works contracts, and for having spent millions moving two state universities to his home town. Power without accountability is worth fighting for.

The riots might have been less lethal if the security forces were more competent. But many of the injured say they were shot by the police. Mr Lawal, for example, says he was shopping when the police mistook him for a rioter and opened fire.

Since 1999, when Mr Obasanjo came to power, 10,000 Nigerians have died in ethnic and religious violence. He blamed the latest carnage on the press. The editor of the offending issue of This Day was arrested by the secret police. The author of the offending article, a female fashion writer, resigned and fled the country. The governor of Zamfara, another northern state, issued a fatwa calling for her to be killed. Mr Obasanjo's information minister accused the foreign media of conspiring "to show that Nigeria is incapable of hosting an event like Miss World".

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Nov 30, 2002
Economist
Sun Management Changes Continue; Zander to Leave

**McNealy set to take back president’s job as four execs depart**

BY JAIKUMAR VIJAYAN

FOLLOWING disclosures by Sun Microsystems Inc. that four top executives plan to give up their jobs, including President and Chief Operating Officer Ed Zander, users and analysts are looking for explanations that go beyond the company's initial statements.

Sun said Zander will retire from full-time duties on July 1 after having worked at the computer and software vendor for 15 years, the last four as its president. Joining him in leaving their jobs on that date — the start of Sun's next fiscal year — will be the company's chief financial officer and the vice presidents who head its systems and services units (see chart).

Sun CEO Scott McNealy will assume Zander's responsibilities. But during a teleconference, McNealy described the management overhaul more as a routine changing of the guard than as a wholesale housecleaning.

"This is all part of a planned succession strategy that Ed and I and everyone in the management team have worked on for a year now," McNealy said. "I know it looks like a flurry here, but we are on goal and on plan in executing just about everything we wanted to do."

Not everyone was ready yet to accept that as the final word on the upcoming changes, however.

**'Do They Know Something?'**

"My question is, Why are all these senior people leaving now?" said Pete Lillo, manager of data center operations at NCN Holdings Inc. in Boca Raton, Fla. "Do they know something we don't?"

NCN, which collects and processes data for insurers and other firms in the workers' compensation industry, uses Sun's E30000 Unix servers to run several large applications.

"The fact is that a lot of people are leaving at the top levels of the company," said Jean Bozman, an analyst at Framingham, Mass.-based IDC. "It's incumbent upon Sun to explain to customers what this is about and make sure they understand what is going on."

The planned departures of the finance, systems and services chiefs were announced in serial fashion starting in mid-April. Like Zander, they will take on mentoring roles at Sun.

Sun last week confirmed that a fifth executive already left late last month: Stephen DeWitt, who was vice president of the company's content delivery operations. In addition, Sun said it's combining its software operations into a single group and setting up a new marketing unit — two moves that also will take effect July 1.

**Critical Juncture**

The changes come at a critical juncture for Sun. The company has lost money in three straight quarters, and IDC said Sun's market-leading share of worldwide Unix server revenue dropped from 39% in 2000 to 33% last year. Sun also faces increasing threats from Windows and Linux servers.

While Sun is unifying its software operations, responsibility for its high-end servers, midrange and desktop systems, and microprocessors will be split among three executives who will all report directly to McNealy after July 1.

Brad Day, an analyst at Cambridge, Mass.-based Giga Information Group Inc., said the new structure should give the hardware units more freedom to pursue strategies that make sense for their own parts of the market. That's especially important in the midrange and low-end sectors where Sun needs to compete against Windows and Linux, Day said.

But much of the new strategy that will result from all the upcoming changes remains to be seen.

"I think we're in the middle of some sea change at Sun in terms of where they want to go and where they are today," said Joyce Becknell, an analyst at The Sageza Group Inc. in Mountain View, Calif.>
EXECUTIVE SUITE

THE LEADING LIGHTS LEAVING SUN
A mass departure of talent spooks investors

When Merrill Lynch & Co. analyst Steve Milunovich introduced Sun Microsystems Inc. President and Chief Operating Officer Edward J. Zander at an industry confab on Mar. 29, it wasn't with the normal niceties. "We're really glad to have Ed Zander here with us tonight," Milunovich joked, "because everyone else at Sun has retired in the last week."

And now, so has Zander. On May 1, Zander, a strong No.2 to Sun CEO Scott G. McNealy, announced he will bow out as of July 1. The 55-year-old joins three members of what had been one of high tech's most stable management teams, who all announced recently that they will retire on July 1: Executive Vice-President John Shoemaker, 59, who runs the server business; Chief Financial Officer Mike Lehman, 51, a 15-year veteran; and computer services chief Larry Hamby, 55, one of Sun's first employees. What's more, chief counsel Michael Morris has given up that title to run Sun's lawsuit against Microsoft Corp., and Stephen DeWitt, who ran Sun's low-end server-appliance efforts, recently left.

Add it all up, and a fifth of Sun's top 20 execs are heading out the door—right at the end of one of Sun's toughest years. This exodus has clearly alarmed investors. The shares dropped 15% after Zander's announcement, to $6.90—and that's down from $63 in August, 2000. "It begins the question: Are all these people leaving because the road ahead is going to be particularly tough, and it's just not worth it?" asks Sanford C. Bernstein & Co. analyst Tony Sacconaghi Jr. Certainly, the road won't be easy. A top beneficiary of the Internet bubble, Sun was a big victim of the bust. Sales are expected to plummet 32% to $12.4 billion, for this fiscal year. estimates Goldman, Sachs & Co. And it has lost money for the past three quarters. When business spending turns around, Sun can't afford to miss a beat. It lost huge share in its core Unix server market when Web and telecom customers imploded, and analysts say it must fight to regain those customers against IBM with its mainframes and PC rivals such as Dell Computer Corp. Plus, Sun must earn its stripes in the emerging world of Web-services software.

Still, Sun execs insist that the outlook has nothing to do with their leave-taking. Zander, Shoemaker, Hamby, and Lehman all say they intended to leave a year or more ago but stayed on to manage Sun through the downturn. That has also given them time to groom replacements. Since McNealy joined General Electric Co.'s board in 1999, he has tried to follow the Jack Welch model and make succession planning a priority. And Sun does have seasoned execs in place to fill the posts. New Chief Financial Officer Steve McGowan, who has shadowed Lehman for six months, had been finance chief of Sun's server business.

But if this mass retirement was planned, it was a well-kept secret. "If they had been more public about what they intended to do, then it might have been easier to understand," says Jean S. Bozman, research director at International Data Corp.

McNealy says a strong quarter ended Mar. 30—Sun regained share in the Unix market, and gross margins rose five points, to 42%—means the company is ready for a changing of the guard. The loss of Zander won't be easy to overcome, however. Known for his marketing, operating, and customer-schmoozing skills, analysts credit him with delivering earnings and growth while McNealy attended to strategy. "You may have succession plans, but that doesn't mean it doesn't hurt," says Lehman Brothers analyst Dan Niles. "It's another reason not to buy Sun."

The exodus leaves more day-to-day management to McNealy, a role he relinquished in 1998. He'll take back the president's title he bequeathed to Zander that year and has no plans to hire a new coo. McNealy's goal is to integrate all the business. To that end, Zander consolidated software and marketing before announcing his retirement. Having first discussed leaving with McNealy a year ago, "all the boxes on my checklist have been filled in, and this is as good a time as any," says Zander. Wall Street seems to have a longer checklist.

By Peter Burrows, with Jim Kerstetter, in San Mateo, Calif.

Riding Into the Sunset

ED ZANDER, 55
President & CEO
Sun was Scott McNealy's right-hand man.
He left Sun to move to Oracle.

MIKE LEHMAN, 51
Chairman & CM COO
He left Sun to move to Oracle.

JOHN SHOEMAKER, 55
Computer Systems Unit
He left Sun to move to Oracle.

LARRY HAMBY, 55
Computer Services Unit
He left Sun to move to Oracle.

McNEALY
The CEO will take back more hands-on responsibilities

Stripped of Power at Empire He Built, Ted Turner Quit

By JOE FLINT
And JOHN LIPPMAN

TED TURNER decided recently to take the stuffed lion he'd bagged in Africa out of the Turner Broadcasting boardroom in Atlanta. Its departure was yet another signal to many people at the company that its founder had muted his legendary roar.

There will be much speculation about the future of the eccentric, legendary media entrepreneur now that he has resigned as vice chairman of AOL Time Warner Inc. and may even give up his seat on the board. He could turn his back on the company to focus on his philanthropic activities and personal business interests. He could try to buy some of the AOL empire as it sells assets. Or he could become a more public critic and turn his "mouth of the South" on the New York brass.

There's no question that Mr. Turner's exit, announced late Wednesday afternoon, marks the end of an era and shows his exasperation with the direction of the company. One of the reasons he left was that he could no longer protect the assets he had spent billions of dollars building. After Time Warner merged with America Online, Mr. Turner was stripped of his operating power, and his clout inside the company waned. But as long as he remained, his loyalists felt a certain pride in their irreverent leader, who once broke up a tense meeting by donning one of his Civil War uniforms and running up and down the halls waving a sword.

Some hope he'll lead a new infantry charge. There are many discouraged employees from the old Time Warner part of the company, especially in Atlanta, where workers have long felt overlooked. Mr. Turner, who declined to be interviewed for this article, was their godfather and some hope he'll stay involved in the company somehow, perhaps by buying one of the company's sports teams or even its CNN.

Not likely, others who know him well say. "I think he's riding off into the sunset," says a longtime friend. These people expect Mr. Turner to spend his time traveling among his 24 homes, working on his three foundations and nonprofit organizations and expanding his restaurant chain, Ted's Montana Grill—specializing in bison burgers and steaks—to 150 outlets over the next two years.

Friends say that Mr. Turner was hurt that he wasn't asked to be chairman of AOL, or even consulted about it, after the resignation this month of Steve Case. When he wasn't approached, Mr. Turner decided it would be best to leave the New York company, says one close associate. Mr. Turner isn't interested in further involvement with AOL or in trying to get control of any of its assets, this associate says. "I don't think he has his heart in any of it," the associate says.

Mr. Turner has a special right to be disappointed in AOL, because the part that he built continues to shine. The former Turner empire, comprising several cable networks including TBS, TNT, CNN, the Cartoon Network and Turner Classic Movies, is one of AOL's most profitable pieces. It annually posts double-digit gains in earnings before interest, taxes, depreciation and amortization, known as Ebitda, which is how the company measures profitability. Although AOL doesn't break out numbers for Turner, people familiar with the unit say its Ebitda this past year was in the neighborhood of about $1 billion. The unit's only money-losers are the sports teams, including the Atlanta Braves and Hawks.

Mr. Turner built his networks out of one small Atlanta television station he bought in 1970. He actually created some of the synergy that has eluded AOL Time Warner and other media behemoths. In 1986, he launched TNT, using the MGM film library his company owned for content; he created the Cartoon Network after acquiring Hanna-Barbera Productions and its many animated programs, neatly uniting content and distribution.

Please Turn to Page B4, Column 6.
BOEING'S WOBBLY SATELLITE ORBIT
Its new unit must exploit unproven technology

Just south of Los Angeles International Airport in El Segundo, tucked between two glass towers, is a sprawling, windowless yellow building that's crucial to Boeing Co.'s strategy of expanding far beyond commercial aircraft. A former Nash Rambler auto factory, it's now where a big share of the world's communications satellites are meticulously assembled one by one by teams of workers in white gowns and then shipped out at about $100 million a pop.

Last year, Boeing paid Hughes Electronics Corp. $3.75 billion for this satellite-making operation. According to the flight plan, the deal would not only put Boeing into the satellite business but eventually into high-margin, space-based services such as linking airline passengers with the Internet, digitally delivering movies to theaters, and whatever else its engineers could think up. Today, however, satellite manufacturing is losing altitude while the payoff from the services side remains distant and iffy. That's not helping Boeing's goal of becoming more than just an aircraft maker, an aim underscored by its planned move this August to Chicago from its Seattle manufacturing base.

Boeing executives brim with confidence that eventually the payoff from services will be huge. James F. Albaugh, CEO of the Space & Communications Group, which includes the satellite unit, cautions skeptics that focusing just on the low-margin satellite-manufacturing operation misses the point of why Boeing bought Hughes. He says Boeing bought the intellectual capital of Hughes—the people who developed the fast-growing DirecTV satellite television service and other technologies. And Boeing intends to leverage that brainpower into new space-based businesses—most of them not yet discovered. "We are going to use the brains of..."

And satellite-communications outfit Teledesic LLC, backed by billionaires Craig McCaw and William H. Gates III, is sharply cutting back plans for a 288-satellite constellation, probably about 50 satellites. One problem: Financing for those costly birds is drying up, prompting some analysts to ratchet down 10-year forecasts for commercial-satellite orders by more than a third.

Meanwhile, just as demand is falling, the competition is getting tougher. Last year, European rivals Alcatel and Astrium grabbed more than half of the worldwide orders for commercial satellites, up from just 16% the year before. One reason is that tougher U.S. regulations.

WHAT BOEING IS UP AGAINST

- Tightened federal regulations over satellite-orbit location
- Regulator paralyzing Intelsat service
- New market growth in communication services
- Hughes holdsovers, abruptly quit after differing with higher-ups over the unit's direction
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- Hughes holdovers, abruptly quit after differing with higher-ups over the unit's direction

One big problem, however, was resolved in April when Boeing put its own man in charge of the unit. Satellite President Tug H. Krekel and Executive Vice-President Joseph M. DeSarla, both Hughes holdovers, abruptly quit after differing with higher-ups over the unit's direction. Boeing was quick to fill Krekel's job with a NASA veteran, Bob Brinkley, who joined the unit.

At NASA, Brinkley was helping to get the troubled international space-station project back on track.

- What should be the direction of the unit?
- Two top Hughes people quickly quit.

June 18, 2001
Business Week
Army chief leaves

Army vacuum could affect transformation

By Dan Cate

Army Secretary Thomas White, who announced his resignation last month, is just one of three high-level service officials who are leaving the Army just as the service enters a critical stage of its sweeping transformation initiative.

White resigned April 25 reportedly because he disagreed with Defense Secretary Donald Rumsfeld about modernizing the military and its battle strategies.

But some observers say the more important changes for the Army’s Objective Force initiative will come in June with the retirements of Army chief of staff Gen. Eric Shinseki and Army chief information officer Lt. Gen. Peter Cuvillo.

Shinseki often is credited with first making transformation a high-profile issue within the Pentagon, and his departure will have a greater impact on the Army’s evolution than White’s, said Jack Spencer, senior policy analyst at the Heritage Foundation in Washington, D.C.

“Especially in the case of Shinseki, he really built the foundation for transformation,” Spencer said. “It will be the next person’s responsibility to carry that vision forward and make it a reality.”

The Objective Force is a strategy to develop advanced information technology tools, vehicles and weapons that will make the Army’s armored forces better able to survive an all-out fight.

Future Combat Systems, the Army’s combat transformation cornerstone, is a networked family of systems that uses advanced communications and other technologies to link soldiers with manned and unmanned air and ground platforms and sensors.

John Grady, director of communications at the Association of the U.S. Army, said FCS is well-funded in the fiscal 2003 and 2004 budgets and is included in future defense planning. Nevertheless, he said everyone will be taking a “wait-and-see attitude” as far as what the fiscal 2005 budget will include.

“Do these departures signal an end to that course of action? I don’t see it like that,” Grady said, noting that FCS is on pace for its next significant milestone decision in mid-May, when the program will enter the system development and demonstration phase.

Maj. Gen. Steven Boutelle will succeed Cuvillo as CIO, but Rumsfeld has not named replacements for White or Shinseki. “I’m sure Rumsfeld will pick someone who shares his vision,” Spencer said.

And that gives Rumsfeld free rein to make any changes he sees fit, especially because Gen. John Keane, the Army’s vice chief of staff, has already announced that he will not succeed Shinseki, according to a former Army IT official.

“I would not be as worried, but Gen. Keane is also leaving,” said the former Army officer, who requested anonymity. “He was the continuity factor and now the Army staff doesn’t have any of that.”

The leadership changes could signify that Rumsfeld did not think the current Army leadership was capable of making his vision for the service’s transformation a reality, the retired Army official said.
Oceanographer navigates path to the Smithsonian

Kendall Powell, Washington
After a couple of years of incessant bad news, researchers at the Smithsonian Institution were expressing some optimism this week following the appointment of a respected oceanographer as the museum complex’s undersecretary of science.

Smithsonian secretary Larry Small — whose business-led approach has drawn him into bitter public conflict with many of the institution’s researchers — announced on 19 August that the position will be filled by David Evans, who is currently the senior research administrator at the National Oceanic and Atmospheric Administration.

Evans has a research background in physical oceanography and its interaction with climate. He succeeds Dennis O’Connor, who left the museum complex in May to become vice-president for research at the University of Maryland at College Park.

Researchers are now hoping that Evans can build a constructive relationship with the different branches of the sprawling Smithsonian empire. Scientists and other critics assailed Small last year for suggesting that the administration of the entire complex should be split in two, with research administered centrally and separately from exhibits. The director of the National Museum of Natural History resigned in protest at the plan (see Nature 411, 624; 2001), which is currently being reviewed by the Smithsonian Science Commission, a specially appointed scientific panel.

Evans says that he sees interaction between research and exhibition staff as a unique strength of the Smithsonian — the largest museum complex in the world.

“By using a combined facility of research and museum exposition, we can show people how science is really done,” he says. But he asserts that some Smithsonian units have been “left adrift” by the institution, and says that he will draw on his experience to try to provide them with direction.

Institution staff say that they hope Evans’s appointment and an ongoing search for a new director for the Natural History museum mean that the Smithsonian is heeding the science commission’s call for the prompt hiring of strong scientific leaders. The commission’s full report is due by the end of the year.

But some scientists remain sceptical that a central vision for the diverse Smithsonian science units will work. “We do a lot of different things for historical reasons,” says Ira Rubinoff, director of the Smithsonian Tropical Research Institute in Panama. “The point is not that we do them all together, but whether it’s good science that serves the nation — and I think it does.”
Bush’s EPA director Whitman resigning

Bush official says she was unhappy with pressure to relax pollution rules

By Jeff Nesmith

May 22, 2003

WASHINGTON — Environmental Protection Agency Administrator Christine Todd Whitman, who announced her resignation Wednesday, was unhappy in recent weeks about White House pressure to relax air pollution enforcement rules at electric power plants, according to a former EPA official.

Former EPA enforcement director Eric Schaeffer said career officials at EPA told him Whitman had resisted a rule change pushed by the White House Office of Management and Budget that would let the electric power industry take greater advantage of Clean Air Act exemptions from air pollution standards.

The OMB officials “were pushing her to accept a rule change that went a lot farther than she was willing to go,” Schaeffer said he was told.

EPA spokesman Joe Martyak did not respond to a request for comment on Schaeffer’s statement.

But Whitman denied that her decision to leave the Bush administration had anything to do with any disagreement between herself and the White House over environmental policy.

“I’m not leaving because of clashes with the White House,” she said in an interview on CNN. “In fact, I haven’t had any.”

Whitman, a former New Jersey governor, said she was tired of commuting between her home there and Washington and wanted to spend more time with her husband.

She noted that White House press secretary Ari Fleischer, who announced his own resignation earlier this week, had said that administration officials who wish to leave should do so now, rather than after the 2004 election campaign gets under way.

Whitman’s resignation, which she announced in a short e-mail to EPA employees, set off immediate speculation about her likely successor.

Her deputy, Linda Fisher, was being mentioned by members of Congress and their staffs. So were Mary Gade, who headed the Illinois Environmental Protection Agency under former Gov. Jim Edgar, and David Straus, secretary of the Florida Department of Environmental Protection.

Environmental groups and their supporters in Congress generally reacted to Whitman’s announced resignation by expressing “regret” at much of what has happened during her tenure at EPA.

“Gov. Whitman leaves a legacy of lost opportunities and lost ground, which is due primarily to the environmentally hostile, special interest-driven administration that employed and often frustrated her,” said Sen. Joseph Lieberman, D-Conn.

But Scott Segal, director of the Electric Reliability Coordinating Council, an organization made up of the utilities most eagerly seeking changes in New Source Review, said that Whitman had “been a voice of reason” at EPA.

“While ERCC has not agreed with every Whitman priority, we have respected her sense of mission and professionalism,” Segal said. “Even when the job was thankless, the administrator exhibited ‘grace under pressure.’ The stature Governor Whitman brought to the job will be missed.”

The issue that caused the most controversy during Whitman’s tenure was EPA enforcement of the Clean Air Act at electric power plants.

Even before Bush selected her for the job, lobbyists representing the Southern Co. in Atlanta, American Electric Power Co. in Columbus, Ohio, and other utilities were holding secret meetings with Vice President Dick Cheney, seeking changes in the New Source Review enforcement mechanism.

Schaeffer said EPA’s most recent conflict with OMB was over changes how the mechanism defined “routine maintenance” under the Clean Air Act. Schaeffer himself left his job last year because of administration moves to replace the air pollution control rule.

EPA in December proposed broadening the definition of what maintenance power plants would be allowed to undertake without triggering the new source review process and losing air pollution exemptions old plants enjoy under the Clean Air Act.

But, Schaeffer said, OMB wanted to go even farther than the EPA proposal.
Christine Todd Whitman

The end of the road

WASHINGTON, DC

Or, you could say, the end of standing forlornly at the roadside

FOR two-and-a-half years, Christine Todd Whitman has been a dead woman walking in Washington. She is everything that most of her senior colleagues are not: a liberal Republican, a northeasterner, and a moderate environmentalist. On May 21st she belatedly woke up to the impossibility of her position and resigned as head of the Environmental Protection Agency.

Mrs Whitman was undermined from the first. In late February 2001, she told a group of G8 environmental ministers that the administration supported mandatory reduction of carbon-dioxide emissions, a central commitment of the Kyoto global-warming treaty. In a memo on March 6th she told George Bush that global warming was an important "credibility issue" for the United States, and that "we need to appear engaged". A week later, Mr Bush announced that he was abandoning his support for the Kyoto Protocol, declaring it "fatally flawed".

This was just one of a long series of humiliations. Mrs Whitman tried to appeal to Mr Bush as a fellow former governor. She even gave him his beloved Scottish terrier, Barney. (Barney's mother, uncle and sister still live with the Whitmans in New Jersey.) Yet the White House repeatedly pushed her department to lighten the regulatory burden on industry. And the energy task-force chaired by Dick Cheney, the vice-president, focused single-mindedly on expanding the energy supply.

Mrs Whitman notch up a couple of important victories—ordering General Electric to clean up the Hudson river and strengthening Clintonian rules on diesel exhausts. But she lost far more often than she won—and spent too much of her time responding to "Bush cancels" headlines.

At one time, Mrs Whitman was regarded as the brightest female star in the Republican firmament. Her successful tenure as governor of New Jersey (she was elected in 1993 and re-elected in 1997) and her combination of conservative views on economics and liberal views on social issues meant that she was frequently talked about as a future senator, or even as a vice-president. Instead, she has spent the past two years trudging around toxic waste sites and recycling plants, while the environmental agenda has been set elsewhere.

Her marginalisation was only to be expected. Mr Bush is surrounded by former CEOs, many of them from the oil and gas industry, who regard environmentalism as namby-pamby nonsense. Washington think-tanks such as the Cato Institute and the Competitive Enterprise Institute regularly rubbish the Kyoto Protocol. Mr Bush got far more votes from the resource-rich states of the south and west than he did from Whitman country, the environmentally-sensitive states of the north-east.

Still, Mrs Whitman's resignation will not be without costs for the administration. The Republicans are weak among swing voters—particularly among suburban women who are worried that the Republicans are too close to big business. Mrs Whitman was an ideal missionary to this group. But how many moderate Republicans are willing to put up with a similar degree of humiliation?

This is the second high-profile resignation in a week. On May 19th Ari Fleischer, Mr Bush's press secretary, announced that he intends to resign in July to pursue a career in the private sector. But anybody who thinks that Mr Bush's administration is falling apart will be disappointed. With the election campaign gearing up, the White House has told cabinet members and senior staff who are thinking of leaving to do so now. Otherwise, they will be expected to stay until after the election.
Curator Sues Museum Over Firing

Anthropologist Anna Roosevelt stirred up her peers in 1996 when she suggested that human settlers may have had a significant ecological impact on the Amazon hundreds of years before modern-day loggers came along. Now, she’s taking on her former bosses at the Field Museum in Chicago.

Last week, a federal court held its first hearing on her gender-discrimination lawsuit against the museum, which fired her in December 2002. The museum says it was because she was double dipping by holding a second full-time job at the University of Illinois, Chicago (UIC). But Roosevelt claims the museum dismissed her because she had repeatedly spoken out against what she perceived as sexist attitudes among many of her male colleagues and supervisors.

Roosevelt was hired by the museum in 1991 and by the university in 1994. For the next 5 years, she worked half the year as a museum curator, at half salary, and half as a full professor at UIC. "But after the agreement expired," says Felisia Wesson, the museum’s general counsel, "she continued to work full-time at UIC for half the year even though she resumed drawing a full-time, full-year’s salary from the museum." Roosevelt disputes that claim, saying that for years she took unpaid leaves of absences from UIC for a portion of each year and only became full time in January 2003.

Museum officials say her conduct was unethical and, thus, grounds for dismissal. But Roosevelt says that the museum was "looking for a pretext" to fire her. Both sides agree that their relationship had been strained, but disagree on the causes of the tension. For example, Roosevelt says that the museum denied her research space for her collections but routinely granted it to male curators. In response, museum officials say that they first needed title to the collections, which she refused to hand over.

Roosevelt and the Field Museum: relationship gone sour.

16 May 2003
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Palestinian negotiator quits after being dropped from Israeli talks

By James Bennet

Jerusalem: In a sign of the turmoil inside the governing Palestinian Authority, the Palestinians' chief negotiator, Saeb Erekat, has submitted his resignation after being cut out of high-level talks with Israel planned for Saturday night.

Israeli and Palestinian officials say that the Palestinian Authority is essentially divided now between Yasser Arafat, the president, and Mahmoud Abbas, the prime minister who's been appointed under international pressure.

In forming his own cabinet, Abbas sought to sideline Erekat, a longtime ally of Arafat, but, in a compromise with Arafat, Abbas agreed to give him the senior negotiating role.

Yet Abbas did not include Erekat in a group of Palestinian officials he invited to meet here with Prime Minister Ariel Sharon of Israel to discuss a new international peace plan known as the "road map." Reached by telephone, Erekat declined to comment on the matter.

Abbas has not yet accepted Erekat's resignation, and he plans to discuss it with the cabinet, Palestinian officials said.

Abbas has also excluded from the session with Sharon two other prominent ministers aligned with Arafat, Nabil Shaath and Yasser Abed Rabbo.

Abed Rabbo, Shaath, Erekat and several other Palestinian officials joined Abbas to meet the U.S. secretary of state, Colin Powell, last Sunday.

Saturday's encounter was to be the highest-level meeting between the two sides in more than two years. Sharon had refused to meet with Arafat and demanded a new Palestinian leadership before proceeding with peace talks, a condition President George W. Bush endorsed last year.

Abbas wants Israel to formally accept the "road map" peace plan. Sharon, who seeks significant changes to the agreement, insists that the Palestinians must act now to end all violence and incitement. Abbas resisted seeing Sharon, fearing that in doing so he would compromise his ability to enhance the Palestinian leadership's image as a willing participant in the peace process. But Powell pressured him to attend the meeting, diplomats said.

Sharon is to see Bush in Washington on Tuesday.

A senior Israeli security official said that Abbas and his top security leaders had so far done nothing to combat terrorism, although he said they had good intentions. But he said that, until they acted, Israel could not safely relax its military operations and restrictions on Palestinians.

Palestinian officials say that Mohammad Dahlan, the new minister of security, is developing a detailed security plan. But he and Abbas do not want to implement it until Israel agrees to the peace plan and begins implementing its mandated concessions as well.

The plan calls for simultaneous concessions by both sides, culminating in a comprehensive Arab-Israeli peace and a Palestinian state in three years.

Israeli troops maintained their hold Friday on the Palestinian town of Beit Hanun, in the northern Gaza Strip. Israeli armored vehicles entered Beit Hanun on Thursday in what the army called a mission to stop the firing of crude rockets by the militant Hamas movement at a nearby Israeli town. Five Palestinians were killed yesterday, and three youths aged 12, 14, and 18 were killed during Thursday's operation.

As Israeli officials demand, Abbas is seeking to disarm all Palestinian factions. But he has been trying to reach a truce with Hamas, rather than confront the group.

The senior Israeli security official said that some Hamas leaders were interested in the truce, but only as a way to buy time to rearm.

The official said that Hamas had previously rejected a cease-fire brokered by Egypt on the recommendation of Iran, which he said was gaining increasing influence over Hamas through financial support.

The senior Israeli security official said that Abbas was locked in an increasingly bitter fight with Arafat for control. In theory, the roughly 14 overlapping security agencies all to Dahlan; but in practice, half of them report directly to the Israeli and Palestinian offices.

Further, many ministers in the government, like Erekat, owe their loyalty to Arafat, a fact that is not in his favor among Palestinians.

Allies of Dahlan and Abbas have both said they serve the service with the Palestinian security and the People's Bank. Palestinian security services have been diminished by military action, the Israelis say, but he added that in Gaza, the Palestinian Authority retains an effective force of arms.

Associates of Dahlan said he plans to begin his security chief, Javier Solana, said he was convinced that the Middle East peace plan for the Middle East was implemented despite Israeli threats to the plan in its current form, reported from Beirut.

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EU envoy forecasts a

The European Union's foreign policy chief, Javier Solana, said he was convinced that the Middle East peace plan for the Middle East was implemented despite Israeli threats to the plan in its current form, reported from Beirut.
Ameritrade's IT Integration With Datek a 'Religious War'

Postmerger CIO tells of internal debates over consolidation

BY LUCAS MEARIAN
Eight months after Ameritrade Holding Corp.'s $1.3 billion acquisition of rival online brokerage Datek, its IT department is emerging from the bruising experience of integrating some systems, ditching others and handing layoff notices to 250 IT staffers.

"It was a massive conversion effort," said Asiff Hirji, who took over as CIO of Ameritrade last month. He said the company has survived months of "religious wars" over technology choices and now runs its operations on systems spliced together by an IT staff that by September will have been reduced by about 40% — from 600 employees right after the merger to 350.

Hirji began working with Omaha-based Ameritrade last September as a consultant from Bain & Co. in Boston. His job was to find synergies between the technologies and IT staffs at Ameritrade and Jersey

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Ameritrade

City, NJ-based Datek Online Holdings Corp. There weren’t many. So Hirji said it came down to choosing the best of each company's staff and technology — and getting rid of the rest.

The biggest technology challenge to date, he said, was consolidating three data centers into two, and two back-end systems into one.

Previously, Datek used Windows NT servers that ran homegrown middleware plus Unix servers from IBM, whereas Ameritrade used Sun Microsystems Inc. Unix servers and BEA Systems Inc.'s Tuxedo middleware [QuickLink 34203]. Ameritrade wouldn't say how many servers, disk arrays and network devices were culled as part of the consolidation effort, nor would it specify which systems are still in use.

But Hirji said the project included detaching the front end of Datek's trading system and then connecting it to Ameritrade's back-end system. "We did that over a weekend in March, and we did that without impairing any existing accounts, any of the balances, any of the trades," he said.

Now, both the Ameritrade and Datek online trading sites run on Ameritrade's back-end technology. The only thing left to do is merge the two front ends into a single Web site. That's expected to be done by September, Hirji said.

Ameritrade has shut down its data center in Omaha and combined operations into two others: its main IT facility in Kansas City, Mo., and Datek's data center in Secaucus, N.J.

On Track

Paul Cantwell, a financial services consultant at Accenture Ltd., said the Ameritrade/Datek integration effort is above average because it's ahead of schedule. Most merger-related integration projects drift on without end because of loose management and unrealistic expectations, he said.

Hirji said it was a challenge dealing with two rival IT teams, each of which thought its homegrown software was better than the other's. He added that he overcame the internal battles by quickly establishing a clear, objective methodology for choosing technology. "We made sure that the broad organization had input and buy-in into that process," he said.

Hirji said his job now is to build a single company that's more efficient and profitable than the two former companies were — in the midst of a dreadful economy. Fortunately, he said, Ameritrade's focus on online trading gives it a lower IT cost structure than brokerages that diversify into businesses like banking, mortgages and insurance.

"So if it sucks for everyone else right now, it sucks less for us," Hirji said. "The converse is also true. When it gets better for everyone else, it gets even better for us, given our cost margins."
Tyson Integrates IT, Cuts Costs After Merger

BY MARC L. SONGINI

A massive IT consolidation and integration project phase was wrapped up on time and on budget at Tyson Foods Inc., despite its considerable complexity and demanding schedule. The multimillion-dollar effort involved integrating the IT operations of Springdale, Ark.-based Tyson and 17 independent companies of the Foodbrands America Inc. unit of meatpacking conglomerate IBP Inc. Tyson purchased IBP in September 2001.

The integration was finished in August, says Tyson's new CIO, Jeri Dunn. In the process, Gary Cooper, the former CIO and head of the project, became chief technology officer. In his new role, Cooper oversees all servers, databases and other IT-related assets for 12,000 end users at the company.

Cooper says that as part of the makeover, Tyson changed its e-mail infrastructure to Microsoft Exchange software, eliminating Lotus Notes seats. It also extended its WorldCom frame-relay network to the IBP network and now runs videoconferences over those lines.

Tyson inherited 19 systems in the merger and has reduced that number to two. The next step is to get rid of one more, says Cooper, noting there are also significantly fewer AS/400 applications running now.

There is still work under way to move the multiple back-end systems, many of them homegrown, to an SAP ERP backbone. SAP software already handles payroll, general ledger, purchasing and accounts-payable functions. Tyson is also rolling out supply chain management software from Manugistics Inc. for its chicken businesses.

Streamlining has reduced head count and maintenance costs. Dunn says this has cut hundreds of thousands of dollars in IT-related costs. "The reductions were not pleasant," she says, but they were necessary.

Tyson is evaluating business processes and IT support to see what areas are unique or add value and can be retained or standardized. It's also planning the consolidation of the fresh meats division of IBP.

Cooper is hesitant to say whether lessons were learned from the project. "We've acquired so many companies and integrated so many systems," he says. "It's a bag of tricks you use, and there are not a lot of 'aha's. It's always hard work."

Follow-Up

April 28, 2003

Computerworld

MEATY INTEGRATION

Read more about Tyson's integration:

QuickLink 26370
www.computerworld.com
Can Dick Parsons Rescue AOL Time Warner?  
(A 7-page story in Business Week, May 19, 2003. Please read it.)  

Roy Jenne  
May 12, 2003

1. The hype in tech bubble (1996 – 2000) was: The Internet is everything; the old type of company (like Time Warner) will die.

2. AOL took over Time Warner in Jan 2000, “at the peak of the dot-com mania.” (AOL was a big player in the dot-com mania.)  
   • The total stock of both was then work $284b. Now it is worth only $61b.

3. The CEO job went to Time Warner; the job of chairman went to Steve Chase (head of AOL).

4. The new AOL Time Warner company lost its credibility on Wall Street. This company was “born of the worst deal in the history of misbegotten mega-mergers.”

5. Now (May 2003) they want to build back credibility “by stressing incremental growth, cost control, debt reduction and other lapsed fundamentals.” (These new goals sure sound good to me—Roy Jenne.)

6. The crazy times left the company with a debt of $27b. This is hurting them a lot.

7. The idea of AOL was that it would use the information content of Time Warner to make a zillion dollars on network activities.  
   • The content was made by the Time Warner groups for publishing, movie, music, and cable TV.

8. It was a business “merger from hell.” (p 92, B1)

9. The meaning of the “merger of equals” was very different to the AOL line managers versus those at Time Warner. See the text (p 92, B2) (I find this easy to believe.)  
   • To the “techno true believers” in AOL, the content produced by Time Warner was “old media fodder” for AOL’s internet pipeline. “But to the Time Warner crew, the Net was not a new universe, but merely a new market that if carefully exploited, could accelerate the growth of established media businesses.”

10. Nov 2001: Steve Case (AOL) tried to get rid of Levin (Time Warner). On the Board there was a “hell of a fight.” Case failed in his attempt at a coup.  
    • Levin’s ouster “could have given AOL the upper hand in the company’s civil war.” This did not happen. Cheers!

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12. Later (~July 2002), Parsons completed the managerial takeover of AOL.
   • Then the information content people had more control again.

13. The management of AOL was assigned to Logan who purged AOL "of its most obstreperous champions of e-supremacy."


15. May 2003: The CEO still thinks that AOL fits in the company. Some shareholders think that Time Warner should make a divorce from AOL.