

economist John Shoven, dean of humanities and sciences. Gupta appealed, and Shoven reaffirmed his decision in May. Although the entire department voted for him, Gupta says the infighting hurt his case. "I've been caught in the middle of the conflict between one group that wants to push the department in a biological direction and another group that wants to retain its cultural emphasis. The dean decided to take the biological side."

The tenure denial angered faculty such as Collier, who says letters from sociocultural anthropologists were "some of the strongest letters I have ever seen." But the dean's office also solicited letters from anthropologists outside Gupta's field. According to Gupta, these

letters criticized his methods—which he says are accepted in his field—and charged that "much is asserted, little is tested."

Meanwhile, the biological anthropology camp is still trying to plan new hires. Yet another visiting committee of anthropologists, brought in by Associate Dean Stephen Haber to evaluate the troubled department and headed by archaeologist Patrick Kirch of the University of California, Berkeley, last year advised that new hires should "build bridges" between the biological and cultural groups. Their report recommended a hunter-gatherer ethnographer and a medical anthropologist, for example, rather than paleoanthropologists who study "remote time periods of human evo-

lution." Despite the report, Haber authorized the biological anthropologists to search for an evolutionary geneticist. And there's still talk of hiring another paleoanthropologist.

As for Gupta, he's hoping that the provost will reverse the dean's ruling in his case; that decision is expected this week. But for the department, the solution seems to be to stand divided: The biological and cultural sides each now have a co-chair, and each side plans to conduct faculty searches independently. It may be for the best, says one department member. Merging the two groups, he says, is like "taking biology and merging it with English literature. See how that works."

—Ann Gibbons

DEPARTMENT OF ENERGY

DOE Struggles With Lab Management

The dozens of aging nuclear facilities and untold tons of chemical and radioactive wastes within the confines of the Department of Energy's (DOE's) network of laboratories have posed a management nightmare for health and safety officials for years. But recent environmental troubles at Brookhaven National Laboratory and a new study of DOE's defense labs are turning the perennial issue into the first test of how Energy Secretary Federico Peña plans to manage an \$8 billion, 26-lab system that employs more than 50,000 people.

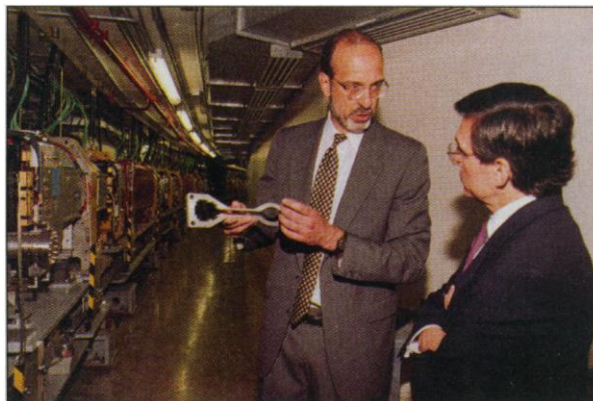
A DOE study of Brookhaven released on 10 June would tighten headquarters' control over the Upton, New York, lab for at least a year while reducing the role of the field office responsible for overseeing it. The report comes in the wake of a tritium leak that prompted Peña to fire the lab's contractor (*Science*, 9 May, p. 890). But Peña seems to be taking a different tack for the defense labs that DOE oversees: In response to a recent report that harshly criticizes DOE's management of the defense labs, Peña promised Congress on 4 June that he would streamline headquarters' oversight of the labs and shift power to the field.

These divergent approaches have left some observers scratching their heads. "It's unclear which direction he's headed, because these are mixed signals," says one congressional aide. "They're inconsistent," adds another. But DOE officials insist that the two policies address different situations and that the Brookhaven case involves temporary measures in response to a crisis.

The Brookhaven report, done in 30 days by energy research chief Martha Krebs, concludes that DOE headquarters failed to adequately

track environment, health, and safety matters at the Long Island lab. It recommends adding a senior manager in Washington to ensure compliance with regulations and a council that would bring together senior officials in different DOE offices who are responsible for overseeing Brookhaven. DOE's managers at the lab would report directly to Krebs rather than through the department's Chicago field office. "I'm trying to get rid of what we call [administrative] spaghetti," says Krebs.

But Krebs's new menu isn't to everyone's



Talent search? DOE's Peña (right) visits with Argonne's David Moncton, who may be headed for Brookhaven.

taste. "This is a reversal of DOE efforts to streamline," complains Lyle Schwartz, president of Associated Universities Inc. (AUI), which runs the lab, and the acting Brookhaven director. "This tends more to centralize, to give the department more responsibility for actual management. That's bad in my view," says Schwartz. At the same time, he expects that the more direct lines of authority to Krebs's office will reduce red tape.

Schwartz hopes to turn over the director's job to David Moncton, associate director at Argonne National Laboratory outside Chicago, for the few remaining months of AUI's

contract. However, Moncton told *Science* this week that he had not decided whether to take the job given its likely short tenure.

While Brookhaven's environmental troubles caused Krebs to recommend tighter control, similar problems at other DOE labs—confusing lines of authority, a lack of leadership, and a reliance on ad hoc procedures—have spawned the opposite suggestion. The DOE-funded report by the Institute for Defense Analyses concludes that "the largest single problem uncovered in this study is that defense programs"—and, more generally, DOE's—practices for managing environmental, safety, and health concerns are constipating the system." It adds, "There are also too many people in headquarters, too far removed from the 'real' work." Peña appears to agree. In a letter to Congress, he says DOE will shift responsibility to the lab sites for those areas "with limited oversight by headquarters." A core group will be managed by DOE's operations office in Albuquerque, New Mexico.

Krebs admits that it's not easy finding a consistent answer to the complicated problem. "We've tried various approaches ... and we still haven't gotten it right," she says.

With definitive answers on how to run the lab system elusive, more advice is on the way. Representative James Sensenbrenner (R-WI), who chairs the House Science Committee, has asked the General Accounting Office to study the Brookhaven situation. Also, the Senate Armed Services Committee expects DOE's defense programs to save \$35 million next year by Peña's proposed streamlining of headquarters.

These moves may signal a renewed interest in Congress over DOE's management of its labs, an issue that has lain dormant since a blue-ribbon commission led by Motorola Chair Bob Galvin offered a sheaf of recommendations for reform 2 years ago. "Some of our members are getting frustrated with the slow pace of reform," warns one House aide.

—Andrew Lawler