

FOR UBER'S CHIEF, WRONG TURNS LED TO A FORCED EXIT

DRAMA IN LOCKED ROOM

Dispatched to Chicago, Investors Delivered an Ultimatum

By MIKE ISAAC

Travis Kalanick's final hours as Uber's chief executive played out in a private room in a downtown Chicago hotel on Tuesday.

There, Mr. Kalanick, who was on a trip to interview executive candidates for Uber, was paid a surprise visit. Two venture capitalists — Matt Cohler and Peter Fenton of the Silicon Valley firm Benchmark, which is one of Uber's biggest shareholders — presented Mr. Kalanick with a list of demands, including his resignation before the end of the day. The letter was from five of Uber's major investors, including Benchmark and the mutual fund giant Fidelity Investments.

Mr. Kalanick balked, according to people briefed on the meeting who asked to remain anonymous because the details are confidential. Mr. Kalanick, who had built Uber into a transportation behemoth in just eight years, quickly called Arianna Huffington, an Uber board member, for advice. Ms. Huffington told Mr. Kalanick that the suggestions in the letter were worth considering. That afternoon, Mr. Kalanick locked himself in a room with Mr. Cohler and Mr. Fenton to hash out the best course for Uber.

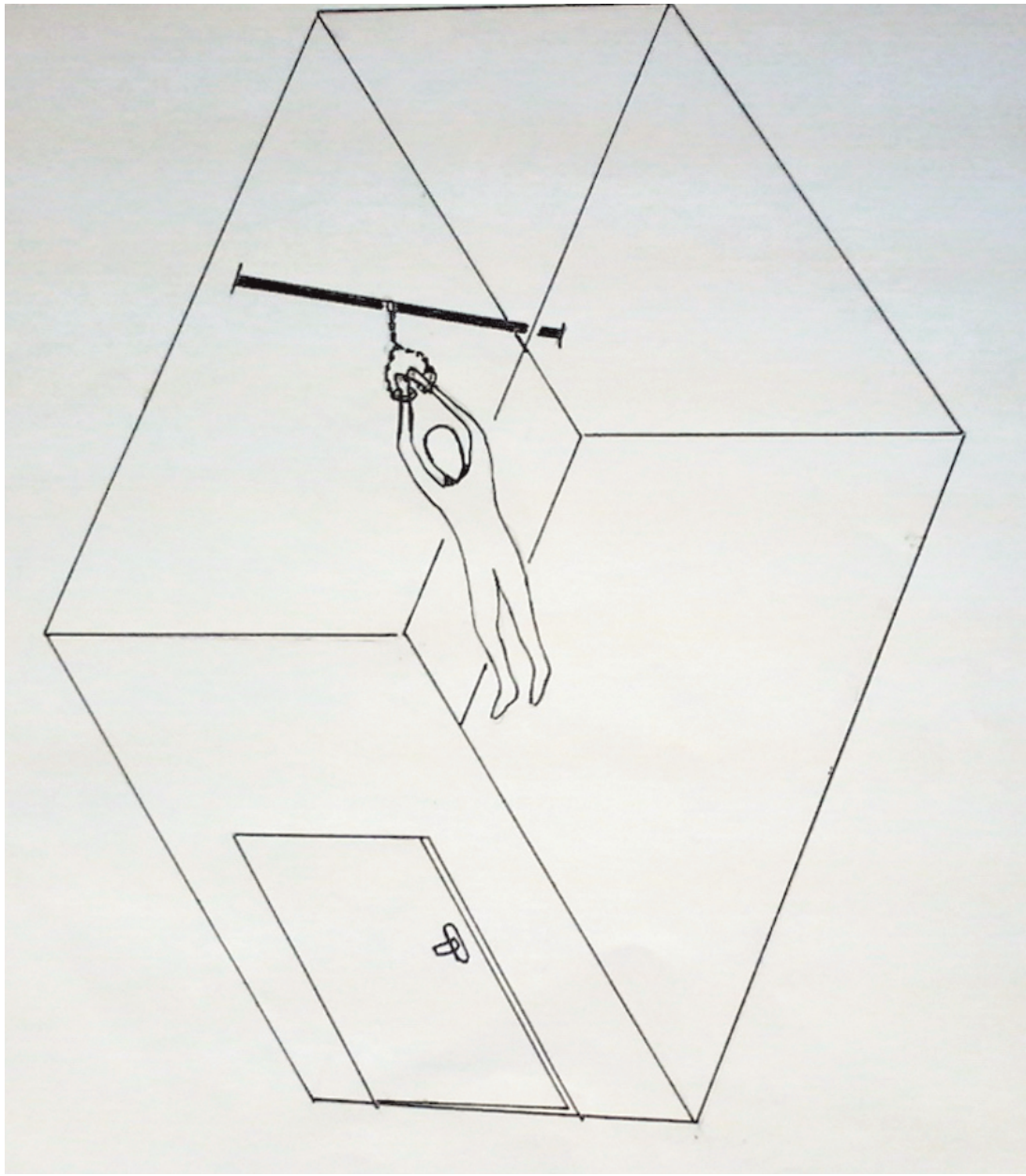
By the end of the day, after hours of haggling and arguing, that course was clear: Mr. Kalanick agreed to step down as Uber's chief executive.

The corporate drama that unfolded in the hotel was anything but sudden. It was the culmination of several months in which nearly all of Mr. Kalanick's support base turned against him. One by one, executives, board members, investors and even close friends slowly fell away as Uber

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REINING IN START-UPS Many enablers turned a blind eye to the company's faults. PAGE B1

FLEXING MUSCLES Tech investors are slowly taking back more control from founders. PAGE B1



VIA A.C.L.U.

Mohamed Ben Soud, held in Afghanistan, diagramed what his C.I.A. imprisonment was like.

Suit Gives New Details of Brutal Interrogations

By SHERI FINK and JAMES RISEN

Fifteen years after he helped devise the brutal interrogation techniques used on terrorism suspects in secret C.I.A. prisons, John Bruce Jessen, a former military psychologist, expressed ambivalence about the program.

He described himself and a fellow military psychologist, James Mitchell, as reluctant participants in using the techniques, some of which are widely viewed as torture, but also justified the practices as effective in getting resistant detainees to cooperate.

"I think any normal, conscionable man would have to consider carefully doing something like this," Dr. Jessen said in a newly disclosed deposition. "I deliberated with great, soulful torment about this, and obviously I con-

LASTING SCARS

Defending the Techniques

cluded that it could be done safely or I wouldn't have done it."

The two psychologists — whom C.I.A. officials have called architects of the interrogation program, a designation they dispute — are defendants in the only lawsuit that may hold participants accountable for causing harm.

The program has been well documented, but under deposition, with a camera focused on their faces, Dr. Jessen and Dr. Mitchell provided new details about the interrogation effort, their roles in it and their rationales. Their accounts were sometimes at odds with their own correspondence at the time, as well as previous portrayals of them by officials and other interrogators as eager

participants in the program.

The suit, filed in Federal District Court in Spokane, Wash., was brought by the American Civil Liberties Union on behalf of several former prisoners of the Central Intelligence Agency. The New York Times has obtained the video depositions of Dr. Jessen and Dr. Mitchell, as well as those of two former C.I.A. officials and two former detainees. Newly declassified agency documents have also been released in the case.

Revelations about the C.I.A. practices, which were a radical departure for the United States, set off global denunciations and bitter divisions at home. They led to an eventual ban on the techniques and a prohibition by the American Psychological Association against members' participation in national security interrogations. A 2014 Senate Intelligence Committee

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Abortion Adds Extra Obstacle For Health Bill

G.O.P. Senators Set to Unveil Plan Today

By ROBERT PEAR and THOMAS KAPLAN

WASHINGTON — Abortion flared up Wednesday as the latest hot-button issue to complicate passage of a bill to repeal and replace the Affordable Care Act, which Senate Republican leaders hope to unveil on Thursday and pass next week.

The repeal bill approved last month by the House would bar the use of federal tax credits to help purchase insurance plans that include coverage of abortion. But senators said that provision might have to be jettisoned from their version because of complicated Senate rules that Republicans are using to expedite passage of the bill and avoid a filibuster.

If that provision is dropped, a bill that has already elicited deep misgivings among moderate Republicans — and stiff resistance from Democrats, health care providers and patient advocacy groups — could also generate concern among abortion opponents, as well as conservative lawmakers.

Further complicating the measure's prospects, insurance companies, which took a leading role in the health care fights of 1993-94 and 2009-10 but have been conspicuously quiet this year, released a blistering letter objecting to Republican plans to remake Medicaid and cut its funding.

The changes being considered in Congress could "amount to a 25 percent shortfall in covering the actual cost of providing care to our nation's neediest citizens," the top executives of 10 insurance companies wrote this week. "These amounts spell deep cuts, not state flexibilities, in Medicaid."

As senators struggle to develop a health care bill, their handiwork appears to be too moderate for some Senate conservatives and too conservative for some Senate moderates. The latest version, without the abortion-coverage prohibition and with steep Medicaid cuts, may prove unacceptable to some in both camps. To pass it, Senate leaders can afford to lose only two Republican votes of the 52 in the chamber.

Republican senators got a glimpse Wednesday of the highlights of the bill, which was drafted in secret by the majority leader, Senator Mitch McConnell

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DEMOCRATS FUME AS GEORGIA LOSS DEEPENS DISCORD

PELOSI FACES PRESSURE

Call for Clearer Message: 'Our Brand Is Worse Than Trump'

By ALEXANDER BURNS and JONATHAN MARTIN

Democrats scrambled to regroup on Wednesday after a disappointing special election defeat in Georgia, with lawmakers, activists and labor leaders speaking out in public and private to demand a more forceful economic message heading into the 2018 elections.

Among Democrats in Washington, the setback in Georgia revived or deepened a host of existing grievances about the party, accentuating tensions between moderate lawmakers and liberal activists and prompting some Democrats to question the leadership and political strategy of Nancy Pelosi, the House minority leader.

A small group of Democrats who have been critical of Ms. Pelosi in the past again pressed her to step down on Wednesday. And in a private meeting of Democratic lawmakers, Representative Tony Cárdenas of California, Ms. Pelosi's home state, suggested the party should have a more open conversation about her effect on its political fortunes.

But the most acute and widely expressed concerns were economic. Speaking after a meeting of the Democratic caucus on Wednesday, Representative Ha-keem Jeffries of New York said the party was preparing to be "aggressively focused on job creation and economic growth." And Representative Jim Himes of Connecticut, who represents an afflu-

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GABRIELLA DEMCZUK FOR THE NEW YORK TIMES
Representative Nancy Pelosi, the House minority leader.

Ex-Milwaukee Officer Cleared in Killing of Man Who Tossed Gun

By KAY NOLAN and JULIE BOSMAN

MILWAUKEE — The latest high-profile prosecution of a police officer for a fatal shooting ended in an acquittal on Wednesday, as jurors cleared a Milwaukee officer of wrongdoing in the death of a 23-year-old man, Sylville K. Smith.

The shooting in August touched off two days of protests and violence on this city's north side.

The verdict — the second acquittal in a week of a police officer facing criminal charges for a fatal shooting — was announced in a tense, emotional courtroom after less than 10 hours of deliberations. Upon hearing the jury's decision, Mr. Smith's family gasped and burst into tears.

The defendant, Dominique Heaggan-Brown, a Milwaukee officer for three years until he was fired last fall, had been charged in December with first-degree reckless homicide, a crime that could have meant as many as 60 years in prison.

After the verdict, Mr. Smith's family stood outside the courthouse, visibly stunned. "I feel like no matter what it is, these police



MILWAUKEE POLICE DEPARTMENT

Body camera video captured the fatal shooting of Sylville K. Smith by a Milwaukee police officer.

officers all over the world, who can just literally murder you," said a stepsister, Shannon Daniels. "I feel he blatantly shot Sylville. I feel it was intentional."

Jonathan Smith, a lawyer for Mr. Heaggan-Brown, said the former officer was relieved by the outcome. "He believed all along

that he was justified in what he did," Mr. Smith said, describing the case as one that involved a man with a gun, rapidly shifting events, and a matter of seconds to make enormous decisions. "It wasn't a situation that he asked to be put in."

Mr. Heaggan-Brown's mother,

Karen Morgan, said, "I can't make this better for them," alluding to the family of Sylville Smith, "but I know my son is not a murderer."

Mr. Heaggan-Brown faces unrelated sexual assault charges, and a separate trial is planned for August. "Now he's ready to fight

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Welcome to the Work Force. Will Dad Need a Chair, Too?

By NOAM SCHEIBER

When the cameras start rolling Thursday night at Barclays Center, scene of the National Basketball Association draft, one of the biggest stories won't be a player, but a parent: LaVar Ball, father of the U.C.L.A. phenom Lonzo Ball, who is projected to be among the top five picks.

As his son rocketed to fame, the elder Ball always seemed one step ahead, declaring that Lonzo would play for the Los Angeles Lakers; lecturing Charles Barkley on the psychology of a champion; comparing his own game to Michael Jordan's and judging it superior. He is taking a central role in dealings with apparel companies and even teams over his son's financial future.

But while pundits derided LaVar Ball as the state of the art in obsessive sports dads — an Earl Woods or Stefano Capriati for the social media age — he may actually epitomize a model that extends far beyond the arena: the helicopter parent of the workplace.

As millennials have entered the work force, some of them in the daunting job market that followed the Great Recession, parents have been more likely to feel a proprietary stake in their children's careers, said Ryan Webb, a recruiter and former human resources director at the New York Conservatory for Dramatic Arts. The hovering is abetted by a full complement of real-time communications options — from texting to Skype and social media — and fueled by the desire to see a return on investment for sending children to college in an age of escalating tuition.

"Mom and Dad footed the college bill, made sacrifices to get that extra thing on their résumé," said Mr. Webb, who said that texting one's parents was frequently the first reflex for the millennials in his charge after a run-in with a manager.

Brandi Britton, a recruiter with

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The New Saudi Crown Prince
Mohammed bin Salman stands to inherit the throne after the king, his father, reordered the power structure. PAGE A8

ISIS Destroys Historic Mosque
The loss of Al Nuri Grand Mosque and its leaning minaret is yet another blow to Mosul's rich cultural heritage. PAGE A9

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Wary of Revealing Hacking
Obama officials feared telling of Russia's election meddling would be seen as "taking sides" in the race, the former Homeland Security head said. PAGE A16

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Familiar Face to Lead M.T.A.
Joseph J. Lhota, who left the transportation authority to run for mayor, will return as chairman. PAGE A21

Readjusting After Trump
With the Trumps reunited in Washington, those near Trump Tower in New York are striving for normalcy. PAGE A21

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In a profound shift, brokers and mutual fund companies are losing ground to firms offering truly independent, low-cost investment advice. PAGE B1

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The chief foreign affairs correspondent was dismissed over his involvement with an aviation titan. PAGE B6

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YouTube stars are winking at the camera as they step into the romantic roles dreamed up by their admirers. PAGE C1



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Addressing digital anxiety through sling-back sneakers and subtly colored jackets over shorts. A review. PAGE D1

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Fallout From Doping Scandal
The International Olympic Committee says Russia will face sanctions despite its new antidoping efforts. PAGE B12

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