

Vest Announces Major MIT Restructuring



Charles M. Vest



Rosalind H. Williams



Stephen D. Immerman

All Student-Related Offices to Be Consolidated Under Dean Williams, Many Administrators Left in Dark

By Stacey E. Blau
EDITOR IN CHIEF

President Charles M. Vest announced yesterday his decision to massively restructure many key offices related to students in the Institute's administration.

The changes, confidential until their announcement yesterday, will involve "structuring the entire future of the Institute," said Senior Vice President William R. Dickson '56. Specifically, about 10 offices that previously reported to former Vice President for Administration James J. Culliton and two that reported to Dickson are being moved under the purview of the Dean's Office, headed by Dean for Undergraduate Education Rosalind H. Williams.

The changes involve a shift of responsibilities away from MIT's corporate and operations end. "It's a statement that all these areas are educational," Williams said. "That's why it's important that it's the Dean's Office and not some administrative office."

Stephen D. Immerman, formerly the director of special services in the office of the senior vice president, has been made the director of administration and operations in the Dean's Office.

The only two areas formerly under Culliton that were not subsumed by the Dean's Office are the Office of Sponsored Programs and the Medical Department, which will

report to Vice President for Finance and Treasurer Glenn P. Strehle '58 and Vice President for Human Resources Joan F. Rice, respectively.

Specifics crystalize only recently

Many administrators reported that the specifics of the plan, an initiative of Vest's, took shape only very recently, and that few administrators were aware that the decision would be made now. "Two weeks ago, none of this was even on the table," Dickson said.

Despite the relatively quick decision, Vest and Provost Joel Moses PhD '67 said that the framework of and the idea behind the changes has been in place for quite some time.

"This is consistent with the recommendations that were made when we hired Roz in the first place" in the summer of 1995, Moses said. "It's been changing, so it's taken a while."

The same report issued in the summer of 1995 that recommended Williams to assume her current post also devised a plan for the future of the Dean's Office with most of the same ideas that will now be implemented, Vest said.

The Tech was denied access to the report because it is still confidential.

The need to reorganize offices became urgent when Culliton died in June, Vest said. Culliton supervised the Admissions Office, the Registrar's Office, the Office of Student Financial Aid, and several other offices.

The decision to also include the Department of Housing and Food Services and the Campus Activities Complex — two offices that previously reported to Dickson — in the changeover to the Dean's Office came because of "a real driving force is to put activities in one general area," Dickson said.

Vest consulted the heads of all of Culliton's old offices in making his decision. But Director of HFS Lawrence E. Maguire and Assistant Director of Programs in CAC Ted E. Johnson said that they knew nothing about the decision until this morning.

Vest said that he spoke to no students in making the decision. "I don't normally consult students about who administrators report to," he said.

Dickson echoed Vest's feelings on student input. "Did we take it and put it to a ballot? No, we did not," he said. "I don't believe that you do everything with a democratic vote."

Vest said that he was "uncharacteristically confidential" about the decision because he wanted the affected offices to know about it from him first and not through indirect sources.

Decision brings power shifts

The decision brings a big increase in the domain of the Dean's

Secret Decision-Making Process Provokes Student Frustration

By Anders Hove
EXECUTIVE EDITOR

Just a few hours after the MIT News Office released plans for the complete reorganization of several administrative departments, student leaders expressed a variety of reactions to the new plans. Although there was no consensus as to the plan's merits, all expressed surprise at the announcement.

Like most, Undergraduate Association President Richard Y. Lee '97 first learned of the announcement from an e-mail message distributed yesterday by the News Office. "I had not known anything about this," Lee said. "I just saw the co-curricular team's recommendations, and nothing was this extensive. At no point do I remember hearing anything about combining whole offices."

The changes also came as a surprise to Dormitory Council President Christopher H. Barron '97. "From the MIT News Office release, it's really unclear the

magnitude of change and how much of this will even be visible to students," Barron said.

"This came as a complete surprise to me," said Association of Student Activities Douglas K. Wyatt G. "My biggest problem with it was that no one knew that it was going to happen."

Anthony J. Ives G, captain of the co-curricular redesign team, expressed little surprise at the announcement. "I don't think the announcement change our [team's] plan. We're still planning to move ahead with same agenda."

Students not consulted

Several students expressed frustration at having been left out of the loop until the decision had been made by President Charles M. Vest.

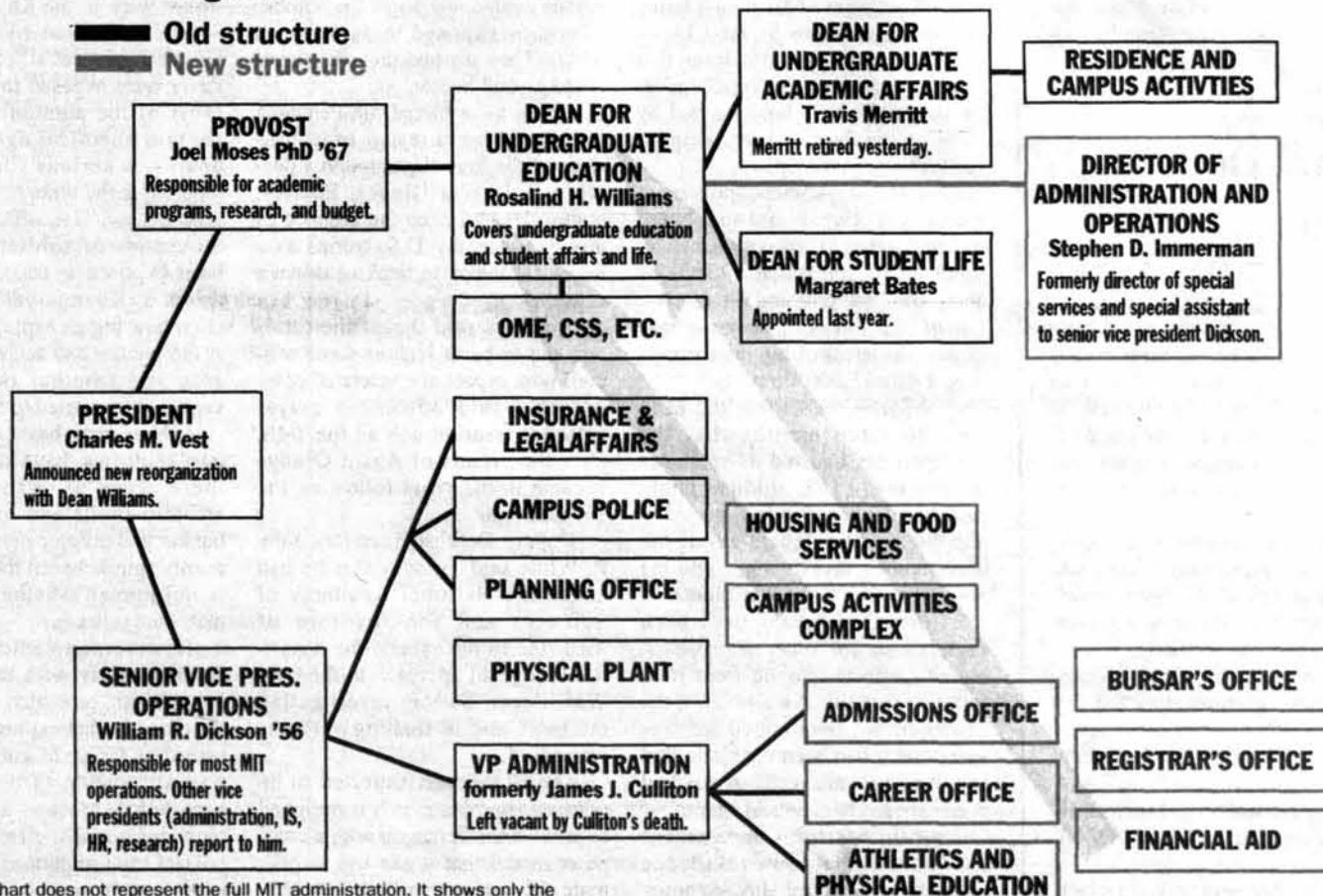
"For my part, I don't think there was that much stu-

Reaction, Page 4

Reorganization of Student-Related Offices Under the Dean's Office

Legend

- Old structure
- New structure



NOTE: This chart does not represent the full MIT administration. It shows only the restructuring of student-related offices under the Dean's Office.

WORLD & NATION

Kaczynski Indicted for 3rd Bomb

LOS ANGELES TIMES

SACRAMENTO, CALIF.

Unabomber suspect Theodore J. Kaczynski, a brilliant mathematician already awaiting trial here in two fatal bombings, was indicted Tuesday in New Jersey in connection with a third deadly blast there in 1994.

A federal grand jury in Newark, N.J. issued a three-count indictment accusing Kaczynski, 54, of transporting a bomb from Montana, where he lived in a tiny shack, to San Francisco, where he allegedly mailed it to the northern New Jersey home of advertising executive Thomas J. Mosser.

The 50-year-old advertising executive was killed when he opened the explosive package in his kitchen.

"These charges are the result of a multi-agency investigation by the UNABOM Task Force into a series of bombings that occurred across the United States beginning in 1978," said Attorney General Janet Reno in a statement.

Reno said two of the latest bombing counts could carry the death penalty. But federal authorities indicated that no decision has been made on whether to pursue the death penalty against Kaczynski either in New Jersey or Sacramento.

Taliban Wins Shake Border States

LOS ANGELES TIMES

MOSCOW

The deadly triumph of Taliban rebels in the Afghan capital, Kabul, has frightened Russia and former Soviet republics in Central Asia, prodding nervous leaders who once backed a Communist regime there to call Tuesday for action to halt the spread of bloodshed and Islam at their borders.

With 25,000 Russian troops deployed along the volatile Tajik-Afghan frontier, the Kremlin has long considered events in the Central Asian country — which it tried and failed to conquer — to be of the most serious, direct political interest.

Four Russian border guards have been killed in the past few days by Afghan-based Tajik rebels emboldened by their Taliban allies' success in overrunning Kabul.

Russian Security Council chief Alexander I. Lebed, a decorated veteran of the Afghan conflict, insisted to journalists here that Russia provide "the necessary material and financial assistance" to Afghan forces resisting the Taliban Islamic movement.

Russian President Boris N. Yeltsin, from his sick bed in the Central Clinical Hospital here, urged the 12-member Commonwealth of Independent States to convene a summit to discuss a concerted response to the violence that the former Soviet states consider a threat to their own security.

Court Denies Perot Debate Chance

THE WASHINGTON POST

WASHINGTON

A federal judge Tuesday dashed the hopes of Ross Perot and another third-party candidate to participate in the presidential debates, ruling that they had failed to prove that excluding them violated the law.

U.S. District Judge Thomas F. Hogan said he understood that Perot and Natural Law Party candidate John Hagelin were frustrated at being kept out of the nationally televised debates, which begin Sunday. He said he also shared their wish for "a more open and accessible" process in which all candidates could air their views.

But Hogan said he believed he had no choice under the law but to refuse to force the private, nonprofit Commission on Presidential Debates to include Perot and Hagelin, and dismissed the lawsuits they filed seeking the court to order that they should be invited.

Lawyers for both candidates immediately appealed Hogan's ruling. A three-judge appeals panel — Judges Laurence H. Silberman, A. Raymond Randolph and Judith W. Rogers — will hold a hearing on the matter Thursday.

While Hogan said he knows that his ruling means that Perot and Hagelin will lose their opportunity to debate, he said he hopes that they "still may be able to cure a defect" in the election system by pursuing their complaints with the Federal Election Commission.

WEATHER

Free Fall

By Gerard Roe
STAFF METEOROLOGIST

The weather over the next few days will be dominated by a plunge southward of a large pool of cold air. This excursion is associated with a large scale amplification of the jet stream pattern. This has resulted in a strong cold front swinging through the midwest on its way here. Temperatures across the front differ by as much as 25°F (14°C). The northern midwest will see its first snows of the year, and Thursday night will bring the chance of frost in some parts of Massachusetts.

Wednesday will see a gradual clouding up due to overrunning warm air in advance of the front. There is a likelihood of rain late Wednesday and early Thursday morning ahead of the front, which will pass by sometime in the late morning. Temperatures will then drop rapidly accompanied by a shift in the winds to northerly.

Today: Fair. Partly sunny early then increasing high clouds. Winds moderate from the South and becoming stronger as the day progresses. High 70°F (21°C).

Tonight: Cloudy, with light rain likely after midnight. Low 56°F (13°C).

Thursday: Any drizzle clearing during the morning. Much cooler, clearer after frontal passage. Late morning high of 60°F (16°C). Low 36°F (2°C).

Friday: Clear and cool. High in the mid 50s (13°C). Low 35 (1°C).

Mubarak Doubts Emergency Talks Will End Hebron Conflict

By John Lancaster

THE WASHINGTON POST

CAIRO, EGYPT

Egyptian President Hosni Mubarak has told an Israeli newspaper that he turned down President Clinton's invitation to attend this week's emergency summit on Middle East peace because he does not believe the meeting will achieve anything.

In an interview published in Tuesday's Maariv newspaper, Mubarak said the United States did not make adequate preparations for the summit and that he doubts Israeli Prime Minister Benjamin Netanyahu is sincere about reaching a peaceful settlement with the Palestinians.

"I told Clinton that I think there is a need for prior preparations to ensure that there will be some results from the summit," Mubarak was quoted as saying. "Otherwise there will be no use."

Mubarak is hardly alone in his pessimism after Israel's opening last week of a tourist tunnel at an archaeological site near Jerusalem's al-Aqsa Mosque, the third-holiest site in Islam, sparked violent clashes between Palestinians and Israeli troops that killed 58 Palestinians and 15 Israelis.

But his decision to snub Clinton's invitation, and then to air his reasons for doing so, marks a striking departure for one of Washington's closest Middle Eastern allies. His comments reflected widespread skepticism in Cairo and other Arab capitals of Clinton's ability — or willingness — to exert pressure on Israel, especially at the height of a presidential

campaign.

Egyptian officials expressed anger over Netanyahu's refusal to close the tunnel or to suggest other concrete steps that might ease tensions with the Palestinians, such as withdrawing Israeli troops from the West Bank city of Hebron.

"Our absence (from the summit) does give an indication that we are not pleased with the situation and obstinate acts of Israel concerning the Palestinians," Mubarak told reporters in Cairo Tuesday.

In his comments here, Mubarak praised Clinton's peacemaking efforts and said he has offered his help in making the summit a success, short of actually showing up. Mubarak said, however, that he could not afford to pay the domestic political price of attending in light of the deep anger that ordinary Egyptians harbor toward Israel after last week's violence.

After the election of Netanyahu's right-wing government in May, Mubarak counseled fellow Arabs to give the Israeli leader time to form a new government and show his true intentions. His first meeting with Netanyahu, in July, produced a handshake and mutual expressions of goodwill.

Now, Mubarak says, his patience is running out. "I won't hide from you that after my meeting with Netanyahu in July, all those around me said to me, 'I have no trust in Netanyahu.'" Mubarak told the Israeli newspaper. "But he promised me, 'I will do, I will do, I will sign on a peace agreement,' and I said to my people, 'Everything is okay. Give him a chance. Maybe he has problems with the new government."

He'll move forward."

"I gave him one chance, a second, a third. He called me from Paris (during last week's crisis). I told him, 'Netanyahu, do something. Redeploy in Hebron, so that people can see you are doing something.' He did not respond. He just went on to another subject."

Following the outbreak of violence in the Gaza Strip and West Bank, Netanyahu had tried to persuade Palestinian leader Yasser Arafat to meet him one-on-one. Arafat rejected that invitation, however, because he feared that Netanyahu would not bring any substantive proposals to the negotiating table, diplomats said.

Mubarak, who met with Arafat on Saturday night, said the Palestinian leader was extremely reluctant to accept Clinton's invitation: "He said to me, 'Without you, I'm not going.'" But Mubarak said he had urged Arafat to attend, telling him, "You have nothing to lose. It can't get worse than this."

Mubarak also disclosed that he had received a telephone call from Israeli President Ezer Weizman, who tried to persuade him to attend. "I said to him, 'What will happen if there is no agenda and no timetable for a redeployment in Hebron?'" Mubarak said. "I said to him, 'Talk to Netanyahu.' He went to speak to Netanyahu."

But Mubarak said that when Weizman called him back, "his voice was restrained. (He said,) 'You decide whether to go or not.' I can only tell you I did not see any timetable for implementation on the ground, and Netanyahu does not have a defined agenda."

Pentagon Reports 15,000 Troops Possibly Exposed to Iraqi Toxins

By Art Pine

LOS ANGELES TIMES

WASHINGTON

The Pentagon warned Tuesday that the number of U.S. troops that may have been exposed to toxic agents at two Iraqi chemical weapons sites just after the 1991 Persian Gulf War could be at least three times as large as the 5,000 it has estimated so far.

The higher figure is expected to result from a revised estimate based on new calculations by the CIA — scheduled to come out later this month — on how far the chemical agents might have been carried by wind on the days that the weapons caches were blown up.

Defense Department spokesman Kenneth H. Bacon said that based on the amount of ammunition involved and on initial indications about wind patterns and the disposition of U.S. forces, "I think we have to think in terms of big numbers — bigger than 15,000, certainly."

The latest revelation, the third time in three months that the Pentagon has boosted its estimates of how many U.S. soldiers might have been exposed, was expected to add fuel to the debate about the department's investigation into the possibility of a "Gulf War illness."

Although veterans have been complaining for years about possible side effects ranging from joint aches to reproductive problems, the Pentagon has maintained for five years that it had been unable to find any evidence that U.S. troops had been exposed to chemical agents.

In June, the department announced that new evidence obtained by a special U.N. commission showed that an Iraqi ammunition bunker at Khamisiyah

destroyed by troops from the Army's 37th Engineering Battalion contained shells with chemical warheads.

At that time, the Pentagon estimated that as many as 400 soldiers might have been exposed to toxic agents.

Last month, however, officials in Washington disclosed that additional U.S. demolition operations at an open ammunition pit located in Khamisiyah could boost the number of troops exposed to as many as 5,000. They warned then the figure could go still higher.

Those have forced the Pentagon to launch a major review of its handling of the investigation into a possible Gulf War illness. Earlier, authorities had cited the absence of any exposure by U.S. troops as a major roadblock to tracking down a cause.

Analysts said that if the totals turn out to be as high as some officials now expect, the veterans' complaints could become a major national issue, much as the fight over the effects of Agent Orange became in the years following the Vietnam War.

Deputy Defense Secretary John P. White said Tuesday that he had asked the National Academy of Sciences and the Institute of Medicine to re-evaluate the department's overall approach to the Gulf War illness, both in investigating the issue and in treating veterans who are ill.

The CIA report expected to be released later this month is designed to provide the Pentagon with a computer model that it can use to estimate the extent to which any U.S. military units in the area might have been exposed to chemical agents

released in the two Khamisiyah explosions.

The explosions took place on March 4 and March 10, 1991, in a section of southern Iraq about 15 miles southeast of the town of An Nasiriyah, which was a known chemical weapons depot. During the war, the allies did not know that Khamisiyah contained agents as well.

Although thousands of U.S. troops were in the Khamisiyah area — which covered about 25 square kilometers — not all of them necessarily were exposed to toxic fumes. Most of the ammunition did not contain chemical agents, and no deaths or serious illnesses were reported at the time.

But now, U.S. officials fear that thousands of soldiers may have been exposed at least to low-level doses at Khamisiyah, depending upon how big an explosion occurred at the bunker and accompanying pit area and whether the chemical vapors were carried to the troops.

U.N. reports, based on the Iraqis' own estimates, have suggested that there were as many as 2,160 artillery shells and rockets in the bunker and accompanying pit, about evenly split between the two sites. It is not known whether these estimates are reliable.

However, an earlier CIA study, dealing solely with the bunker at Khamisiyah, estimated that although the cloud in that explosion probably spread as far as 28 kilometers, only a small portion of it would have been lethal. Most of it would have produced minimal effects.

The Iraqi munitions were reported to contain sarin, a virulent nerve agent used in the Tokyo subway bombing in 1995.

OPINION

Reorganization Plan Failed to Get Input

Yesterday President Charles M. Vest issued a statement announcing the complete reorganization of all administrative departments relating to student services and student activities. The decision was made with no student involvement. No student leaders were informed that a decision on the reorganization was imminent. Indeed, few administrative department heads were fully informed of the decision. In any process that radically alters the structure of MIT, the opinions of the students are both necessary and vital in determining the best course of action.

In completely restructuring departments, Vest and Dean for Undergraduate Education Rosalind H. Williams have dismissed any notion that students care about making MIT function efficiently. Yet through participation in re-engineering teams, dining service review committees, and dean search committees, students have consistently shown interest in improving MIT as well as providing significant input into changes at the Institute. While it is too early to evaluate the merits of the changes, they clearly represent the largest reorganization of student services ever undertaken at MIT. The Dean's Office will soon find itself administering departments staffed by hundreds of individuals. The changes may well have merits — it's too early to tell what those merits may be. But one thing is certain: Students are to have no say in how their community is directed or ordered.

Editorial

Any person in touch with students could have named a slew of students for input. The Undergraduate Association, the Graduate Student Council, students involved in re-engineering, the Dormitory Council, and the Interfraternity Council all could have provided insight. They were not consulted. Vest, the head of the Institute, and Williams, the head of the Dean's Office, have demonstrated that even when changes are intended to benefit students, students need not be consulted or even informed. If real, substantial student input is not considered, how can administrators be confident that the reorganization will actually improve student life?

It is extremely unfortunate that the administration has chosen to disengage its decision making from the community it purports to serve. In so choosing, Vest has done inestimable damage to student-administration relations for years to come.

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Vest Responsible for Lack of Involvement

Column by Anders Hove
EXECUTIVE EDITOR

Over the past several years, I've often wondered why it is that students have no influence over MIT affairs. Two obvious explanations come to mind: First, MIT perceives no utility to involving students in the decision-making processes that count. Second, administrators perceive that involving students in decisions would lead to an unacceptable decline in their own prestige and autonomy.

The reorganization of the Dean's Office announced yesterday represents perhaps the most high-handed and unacceptable action taken by the administration during my four years here. While the changes that have been decided upon are by no means good, what is more disturbing is the glee with which various upper administrators have greeted the changes. Take Director of Special Services Stephen D. Immerman, for example. He's happy. He's now head of his own bureaucratic regime, a newly created wing of the Dean's Office. Not only that, but his entire scheme for an MIT reorganization was endorsed by President Charles M. Vest and decided upon with no input from the affected departments or from the community at large. A few months ago, when I attempted to convince Immerman that student

input was valuable not only to the process, but for undergraduate education, he dismissed my concerns. The educational value of student involvement in decisions, he said, was vastly outweighed by his desire to save money.

Immerman's boss, Senior Vice President for Operations William R. Dickson '56, has been even more cavalier about the secretive reorganization announcement. When pressed yesterday as to whether students were at all consulted about the reorganization, Dickson flared right up: "I don't believe you do everything with a democratic vote," he barked. "I don't think you [the students] should decide how the Institute's going to be organized."

Granted, many students probably can't express an opinion about MIT's upper organization. But there is simply no excuse for this sort of outright anger. Apparently Dickson regards student involvement as some sort of threat that, if implemented, would be highly deleterious to MIT life.

Vest agreed. "I don't normally consult students about who administrators report to," he said. Well President Vest, it's high time you started.

What amazes me is how little pretense there is at the top that students might have a role to play in the direction of their communi-

ty. The problem, I have come to believe, is with the faculty and with Vest. From their comments last night, it is evident that neither Vest nor the faculty are willing to pay more than lip service to the idea that students should be involved.

Vest, Dickson, and Immerman, of course, understand that students were not involved at all in the decision that they made. The long-since disbanded dean search committee headed by Professor of Materials Science and Engineering Linn W. Hobbs (which made the recommendation about the reorganization) was stacked with faculty and chaired by a faculty member. The committee's report is still confidential. Amazingly, current faculty members believe that this token input was sufficient to placate student concerns.

The real reason, it seems, that community input is only considered at an insultingly low, survey-based level on this campus has nothing to do with poor attendance at Institute Committee meetings or the uncoordinated gyrations of the Undergraduate Association. The real problem is that the MIT faculty, including and especially Vest, do not and indeed will not admit that MIT should be fostering among its student body a feeling that we are all citizens in a shared community.

Office Reshuffling Endangers Student Needs

Column by Thomas R. Karlo
CONTRIBUTING EDITOR

If you're a student like me, and you're not involved with re-engineering committees or the student government, you probably think this whole reorganization is about as interesting as filling out registration forms. Every time you pick up *The Tech* there's a story reporting that such-and-such committee has decided to reorganize some department and that it's going to be the best new thing since sliced bread when they're done.

A lot of this shuffling about of organizational charts and task flow diagram seems to fall under the dreaded umbrella of the "re-engineering" process. If you've been around MIT for any amount of time, you're probably tired of hearing about re-engineering, and how it's going to change the Institute. A lot of the students I talked to about today's big news — the integration of many of MIT's student services — didn't care who reports to whom in the administration. All they wanted to know was, does it make any difference to our lives? Sadly, the answer is often no. That's why students increasingly choose to ignore the

administration's continual reshuffling. And that's a sign something is badly wrong with what the administration is doing.

Students definitely should worry about what administrators are doing. Even if they don't care about this particular reorganization, they need to be aware of how the administration uses its resources. These folks are being paid out of student pockets. And with students paying one of the highest tuitions in the nation, there should be an awareness of where all that money's headed.

Administrators say that they do reorganizations like these to improve their ability to provide students with the services their departments are supposed to. The goal is commendable, but the fact is that when someone is in a meeting trying to re-organize their department, they're not thinking about the very issues they are supposed to take care of for students.

Every time the administration decides to remake itself to satisfy the needs of various people for power and territory within the organization, the most basic needs of students fall by the wayside as employees adjust to the

new structure. At some point the cost of constantly changing the administrative organization begins to outweigh the benefits. After that point, additional change exacerbates the situation, leaving student needs unattended.

This new set of changes that have been announced touch the offices and departments that manage the most crucial parts of student life outside of class. Administrative departments risk failing student needs while they are being tossed between different sections of the MIT organization. For them to ignore a single student because administrators want to change their power structure would be reprehensible.

If MIT thinks that this structure is an improvement over the old, then it should promise that it will exist for a long period of time, without change, in order to allow these departments to concentrate on their assigned purposes. If the administration does not have the confidence to promise to use this structure for a long period of time, they should not endanger student interests. Continually reworking and reorganizing the administration may be fun for those at the top; for students, it means putting their needs second.

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Restructuring Seen for Expanded Dean's Office

Administration, from Page 1

Office. Under the new arrangement, the office will grow from about 50 to several hundred people.

"It certainly means a stronger Dean's Office," Vest said. "There will be a lot more decision-making power at the Dean's Office."

But while the decision may

mean more power, "it is not a coup for me," Williams said. "I would use the word 'responsibility'."

The idea of a coup "puts the decision in the context of a power play, which it isn't," Vest said. "This is not a very hierarchical place."

Vest said that the Dean's Office is prepared to take on new opera-

tional functions. Whatever problems that the office has had, "I've got great confidence that they'll sort it out," he said. "Let's look ahead, not back."

"Steve is a big key" who will hopefully bring operational experience to the office, Williams said.

The new structure will involve a lot of rearranging of the func-

tions in the subsidiary offices that fall under the Dean's Office. Williams said that she will look to students for input on this restructuring.

For example, the Office of Residence and Campus Activities — which already fell under the Dean's Office — and HFS will likely be merging some functions "to avoid duplication," Williams said.

"I'm not saying you only need time" to make such mergers work, Williams said.

Encouragement and leadership will also be necessary, said Dean for Student Life Margaret R. Bates.

Re-engineering will continue

Williams, Immerman, Bates, and the soon-to-be-appointed Dean of Undergraduate Academic Affairs will be looking to make changes

The decision brings a big increase in the domain of the Dean's Office. Under the new arrangement, the office will grow from about 50 to several hundred people.

now that so many offices with related goals and functions will be in the same domain.

Such restructuring will likely touch on many of the same areas that the Institute's student services re-engineering process is currently examining, like the potential RCA-HFS merger that the housing and residential life re-engineering team was examining independent of Vest's plan.

But the new plan does not render re-engineering moot, said Immerman, who has been leading student services re-engineering efforts since their inception last fall.

"The change is meant to enable re-engineering" and give it a better structure in which to continue the process, Immerman said. "It doesn't supplant or supersede it."

Students See Potential Gains Yet Fear Possibility of Pitfalls

Reaction, from Page 1

dent input," Lee said. "I think there's good and a bad with this. It was good that they were able to move quickly and efficiently. But at the same time, it would have been informative and beneficial to hear students' voices and their input on these ideas. If not the entire MIT body should at least try to get a couple students involved in this process."

Other students agreed with the assessment that student input would have been desirable. "There does need to be concern about how they did it," Barron said. "We're just now getting comfortable with finding out what the various re-engineering teams are doing. When something like this happens, it just pulls the rug out from under you and makes you wonder what's going on."

"This kind of a reorganization just didn't seem to be a possibility, so no one commented on it" Wyatt said. "I would have had some things to say about it, but I never thought it would happen. It's pretty scary that they are doing this magnitude of stuff without public discussion."

One of the re-engineering groups that will be most affected by the changes is the housing and residential life team.

Several members of the team, including student member Jen Peltz '98, also learned of the reorganization from the News Office e-mail. There was no mention of the impending announcement at a meeting yesterday morning between HARL members and the Re-engineering Steering Committee, according to Peltz.

The steering committee includes Dean for Undergraduate Education Rosalind H. Williams

and Senior Vice President William R. Dickson '56.

"Some of the people on the team did know before me," Peltz said. "We all knew that a decision would be made in a couple of weeks. I don't know that President Vest consulted any students. I guess it was within his power to just make just make the decision."

"I would think there is already a pool of students involved with re-engineering — there is already a set group that could have been approached."
—Linda L. Patton

Manager of Graduate Housing Linda L. Patton, also a member of the HARL team, expressed surprise that no students had been consulted about the move.

"My initial impression is that there was no [consultation with students]," Patton said. "I would think there is already a pool of students involved with re-engineering — there is already a set group that could have been approached — but maybe it's a decision that's beyond students. I don't know."

Variety of reactions

Perhaps because of the suddenness of the announcement, student

leaders expressed a variety of opinions about the reorganization decision. Most felt that the new plan would generally help the re-engineering effort, if only by consolidating the offices to be redesigned under the Dean's Office.

"If consolidation means easier access for students, I think this is a very good move overall," Lee said. "I hope that the integration of these new offices into student life will go smoothly, especially since the Dean's Office and the office of Residence and Campus Activities are largely concerned with student activities. With all these other services being integrated, I think it should suit well."

Barron expressed concern about the having Department of Housing and Food Services reporting to the Dean's Office. "The separation of RCA and HFS has been a real benefit to Dormcon and to dormitories in general," Barron said.

As for re-engineering, the reorganization should not affect the co-curricular redesign team directly, according to Ives. "The mission and goal are still the same," Ives said. "A lot of the offices we're looking at will be together [under the new arrangement], so things will be easier."

The HARL team, however, could be radically affected by the changes. "Merging the offices was one idea that was floated," Patton said. "But we hadn't even gotten to that point. We're going to need time to discuss and reorganize."

"I'm not sure if it will help or hurt the HARL team's efforts," Peltz said. "Obviously it will change our work since it is a reconfiguration of the chain of command. We haven't discussed what will happen as a team, or how this will affect us."



TECH FILE PHOTO

William R. Dickson '56

Some said that the re-engineering process will be helped by the restructuring decision.

"I am very positive about it," said Bates, who is the team captain of the HARL team. "It gives us an opportunity to create something very integrated."

"A lot of students will be involved," she said.

Faculty are positive

Some faculty members are pleased with the restructuring plan.

"I don't think there's a problem from a faculty standpoint," said Chair of the Faculty Lawrence S. Bacow '72. "What's being done makes a whole lot of sense."

"What's being done is in part a response to what's been done on student services re-engineering which involves integrating processes," Bacow said.

"In all likelihood the direct input of faculty has been minimal," said Associate Professor of Political Science and McCormick Hall Housemaster Charles Stewart III. "But the reorganization as it stands is pretty much consistent with what I've heard" at meetings.

"There has been some input, but there haven't been open meetings about the organization of student services," he said.

Erik S. Balsley, Shang-Lin Chuang, Anders Hove, Russell S. Light, and Dan McGuire contributed to the reporting in this story.



This redecorated Physical Plant truck was parked near Building E19 yesterday afternoon. Hackers gave it the new insignia on Friday to complement their "beanie" hack.

JIRI SCHINDLER—THE TECH