**Vest Announces Major MIT Restructuring**

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

By Stacey E. Blau

President Charles M. Vest announced yesterday his decision to massivoly 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 in 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 Financial Services 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 the reorganization was in place for some time. "This is consistent with the recommendations that were made when we hired Roz in the first place," Dickson said.

The same report issued in the summer of 1995 that recommended reorganization 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 reorganization came because of "a real driving force 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

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

Legend

- Old structure
- New structure

**PROVOST**

Joel Moses PhD '67

Responsible for academic programs, research, and budget.

**DEAN FOR UNDERGRADUATE ACADEMIC AFFAIRS**

Transi Merritt

Met with Culliton in June.

**DEAN FOR UNDERGRADUATE EDUCATION**

Rosalind H. Williams

Dean for undergraduate education and student affairs and life.

**DEAN FOR STUDENT LIFE**

Margaret Bates

Appointed last year.

**GOV, CSS, ETC.**

**INSURANCE & LEGAL AFFAIRS**

**CAMPUS POLICE**

**PLANNING OFFICE**

**CAMPUS ACTIVITIES COMPLEX**

**BURLAS' OFFICE**

**FINANCIAL AID**

**VP ADMINISTRATION**

Formerly James J. Culliton

Left recently by Culliton's death.

**RESIDENCE AND CAMPUS ACTIVITIES**

**CAREER OFFICE**

**REGISTRAR'S OFFICE**

**ADMISSIONS OFFICE**

**ATHLETICS AND PHYSICAL EDUCATION**

**FINANCIAL AID**

**DIRECTOR OF ADMINISTRATION AND OPERATIONS**

Stephen D. Immerman

Formerly director of special services to the senior vice president.

**VP FOR ADMINISTRATION**

Formerly James J. Culliton

Left recently by Culliton's death.

**SENIOR VICE PRESIDENT/OPERATIONS**

Charles M. Vest

Announced new reorganization with Dean Williams.

**PRESIDENT**

Charles M. Vest

Announced new reorganization with Dean Williams.

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

**Free Fall**

By Gerard Roe

The weather over the next few days will be dominated by a pressure system in the southwest of the country. This is associated with an area of high pressure centered over the area, with temperatures dropping to as low as 15°F (5°C) in many places. There is also a chance of light snowfall in some areas. The high pressure system will persist for the next few days, with little change expected in the weather.

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**Pentagon Reports 15,000 Troops Possibly Exposed to Iraqi Toxins**

By Art Pine

Los Angeles Times

The Pentagon warns that the number of U.S. troops that may have been exposed to toxic agents in Iraq could be as high as 15,000, based on new calculations by the CIA that suggest chemical weapons caches were blown up.

In June, the department announced that new evidence obtained by a special U.S. commission investigating chemical warfare allegations revealed that the Army’s 37th Engineering Battalion contained shells with chemical warfare agents.

At that time, the Pentagon estimated that as many as 400 soldiers were exposed to toxic agents. But now, U.S. officials say that the figure could be as high as 15,000.

In a statement, a defense department spokesman said that based on the amount of ammunition involved and on initial indications about wind patterns and the disposition of chemical weapons sites, it was estimated that as many as 15,000 troops could have been exposed to toxic agents.

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Over the past several years, I've often wondered whether MIT is the best course of action. Vest, the head of the Institute, and Williams, the head of the Undergraduate Association, decided upon the complete reorganization of all administrative departments staffed by hundreds of individuals. This new set of changes that have been announced yesterday represent the opinion of the author, not necessarily that of the newseditors or the members of the editorial board choosing to publish their decision making from the community it serves. In making the decision, the head of the Office, the决策已经做出, but there is no excuse for this sort of outrage and administered in such a secretive way. D. Immanuel, for example. He's not in a meeting trying to re-organize their created wing of the Dean's Office. Not only that, but his entire scheme for an MIT reorganization was approved by President Charles M. Vest and decided upon with no input from the affected departments or from the community. As a student, I attempted to convince Immanuel that student input was valuable not only to the process, but for undergraduate education, he dismissed my input was valuable not only to the process, but for undergraduate education, he dismissed my concerns. The educational value of student involvement, he said, was outweighed by his desire to save money. Immanuel's boss, Senior Vice President for Operations William R. Dickson '56, has been even more cavalier about the secretive reorganization. When questioned yesterday as to whether students were at all involved, Dickson said, "I don't believe that there is a single thing with a democratic vote," he barked. "I don't think you [the students] have to be organized to be organized." Granted, many students probably can't come to an opinion anymore on anything, but there is still no excuse for this sort of outrage and administered in such a secretive way. The Tech, Wednesday, Jan. 20, 1998
Students See Potential Gains Yet Fear Possibility of Pitfalls

Reactions, 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 Jim Feliz '98, also learned of the reorganization through 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 Feliz.

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," Pelz 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 was 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. Must feel 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 sort 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 boon fit 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 goals 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," Pelz said. "Obviously it could be a big deal — 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."

Re-engineering will continue

Williams, Immerman, Bates, and the soon-to-be-appointed Dean of Undergraduate Academic Affairs will be looking to make changes now that so many offices with related goals and functions will be in the same domain.

Such reengineering 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 with Vest's plan. But the new plan does not render re-engineering moot, said Immerman, who has been leading the HFS merger that the housing and food services," he said.

"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."

"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."

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