School of Real Albert, dean of the school, would not make such a decision on that basis. It was the "right order of magnitude" to describe his budget reduction target.

In the context of Albert's attitude towards requests for specific information paralleled in other departments, it was noted that revelation of hard figures or specific budget cut areas was "difficult to do, in part, because of the length in time." He stressed the extreme complications of the situation, pointing to endowed funds, operating funds, and unrestricted gifts and note that in the "money lending market," as well as a curriculum development fund, there were other sources of significant support besides those of the central administration.

Porter noted that reports of enrollment increases might be premature, as some areas of the school might compete with urban planning for the urban-oriented engineer. However, he noted that the budget for urban engineering was under debate. Currently, urban planning might increase considerably if CEPS changes its status from a school to a potential full-fledged college.

Porter noted that he had "not yet absorbed the implications of the cuts" in his department, but that it seemed outdated that his cuts would have to be "more than paper cuts.

He then begged off from further details, noting that he was "new at this job of being a dean," and didn't feel that the perspective needed to put the facts of the situation in their proper light.

Architecture and Planning

William Porter, dean of the school, stated that he has been "asked to come up with a cut too, of about 3%." Some had speculated that, due to small endowments and outside funding, and increased enrollment, this school might not be cut at all.

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The other side

As noted at the beginning of this article, and at key points throughout, the administration of MIT asked that this story not be played up the way it is being played. None of it is from confidential sources: everyone quoted here was clearly informed that his statements were for attribution. Some of the "figures that the "figures be downplayed." In particular, Vice-President Sirimanne's assertion about a "sobriquet" with the chairman, Chancellor Gray would not review the chart made for "Budget Reduction Targets," because, she said, "that's not the point.

Dean for Student Affairs Dan Nyhart (who was noted last week, in line for his cuts in this office as part of the general cuts in general and administrative personnel) wouldn't comment on the cuts he had been asked to make, and noted that, "In general, this is a story that should be done in its entirety."

The story is that we have a problem, and the administration wants to point this out. We have to revere the trend towards higher deficits, and we have to point it out.

Speaking for attribution, President Wannamaker noted that "budget cutting is not a pleasant way to go about planning.

The best way to destroy any institution is to develop the attitude that the cuts should come out of someone else's hide.

When asked if the budget problem at MIT, from such a perspective, is the best way to destroy any institution, an interviewee remarked that "that depends on what you mean by a principle."

When you have no choice, a position we might have gone in to two or three years, if you had a real position, it would be irresponsible. We have to fight the problem now, while we are still flexible, to avoid the problems others have had."