



STATE OF CONNECTICUT

BOARD OF TRUSTEES

FOR THE STATE COLLEGES

P. O. BOX 2008 NEW BRITAIN, CONNECTICUT 06050

TEL. NEW BRITAIN: 203-229-1607 TEL. HARTFORD: 203-566-7373

RESOLUTION

concerning

VICE PRESIDENT FOR ADMINISTRATIVE AFFAIRS

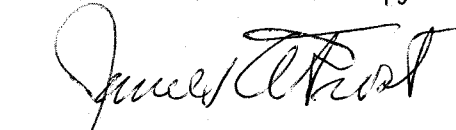
at

SOUTHERN CONNECTICUT STATE COLLEGE

July 23, 1982

- WHEREAS, Southern Connecticut State College has conducted a search to fill the position, Vice President for Administrative Affairs, and
- WHEREAS, The President of Southern Connecticut State College after due consultation with the faculty has recommended the appointment of Mr. Louis Szalontai, and
- WHEREAS, The Executive Director concurs, now therefore, be it
- RESOLVED, That effective August 1, 1982, under the terms and conditions of the Trustees' Personnel Policies, Mr. Louis Szalontai be and hereby is appointed Vice President for Administrative Affairs at Southern Connecticut State College at an annual salary of \$48,500. Contract expires July 31, 1984.

A Certified True Copy:



 James A. Frost
 Executive Director

RESUME

LOUIS SZALONTAI
 1200 Quaker Square
 Ashland, Ohio 44805
 419-325-3852 (home)

EXPERIENCE

1978-present

ASHLAND COLLEGE, Ashland, Ohio
VICE PRESIDENT FOR BUSINESS AFFAIRS

Total responsibility for all aspects of fiscal operations including: accounting, budgeting, computer operations, long-range planning, investments, personnel administration, negotiations with faculty union, purchasing, plant maintenance, food services, bookstore, security, and health services for students and staff.

Accomplishments include: complete restructuring of the budgetary process, reorganization of most fiscal departments to provide for greater effectiveness, implemented a systematic retrenchment program, expanded computer operations, provided strong managerial leadership resulting in the best fiscal year ever experienced in the history of the college.

1969-1978

KENYON COLLEGE, Gambler, Ohio
COMPTROLLER

Responsible for management of the accounting and business office, terminal computer center, preparation and maintenance of financial statements and budget, administration of the fringe benefits programs of the institution, act as liaison with public accountants, banks, endowment investment managers, management of cash including preparation of monthly and annual cash-flow projections, evaluation of general business operations, responsible for compliance with ERISA, and other responsibilities.

Accomplishments include: computerization of accounting and budgeting records, upgrading accounting personnel, revision of accounting procedures and internal accounting controls.

1965-1969

PRICE WATERHOUSE & CO., Cleveland, Ohio
SENIOR ACCOUNTANT (CPA)

Performed audits of service and manufacturing corporations, supervised audit staff, worked in tax department, developed accounting systems for clients.

EDUCATION

1977-1979

THE OHIO UNIVERSITY GRADUATE SCHOOL OF BUSINESS
 MBA-General Business Management-June 1979

1961-1965

THE UNIVERSITY OF AKRON

BS-Accounting and Finance-June 1965

Outstanding Graduating Student in Accounting Award by the National Association of Accountants

CERTIFICATION

1969

CERTIFIED PUBLIC ACCOUNTANT (CPA)**ACTIVITIES**

Trustee of Samaritan Hospital (serve on Executive, Finance, and Grounds Committees), Secretary-Treasurer of the Ohio Society of College and University Business Officers, Association of MBA Executives, Ohio Conference for College and University Planning, American Institute of CPA's, and others.



SOUTHERN CONNECTICUT STATE COLLEGE
501 Crescent Street • New Haven, Connecticut 06515

OFFICE OF THE PRESIDENT

(203) 397-4236

July 2, 1982

Mr. Michael J. Adanti
Executive Officer for
Faculty and Staff Affairs
The Connecticut State Colleges
P.O. Box 2008
New Britain, Connecticut 06050

Dear Mike:

Enclosed for the PERC meeting on July 13 are ten copies of Mr. Louis Szalontai's resumé and an organization chart denoting his position at Southern.

As you know, Mr. Szalontai is being recommended to the Board of Trustees for the position of Vice President for Administrative Affairs.

Thank you for your support.

Sincerely,

Frank Harrison
President

jmr

Enclosures

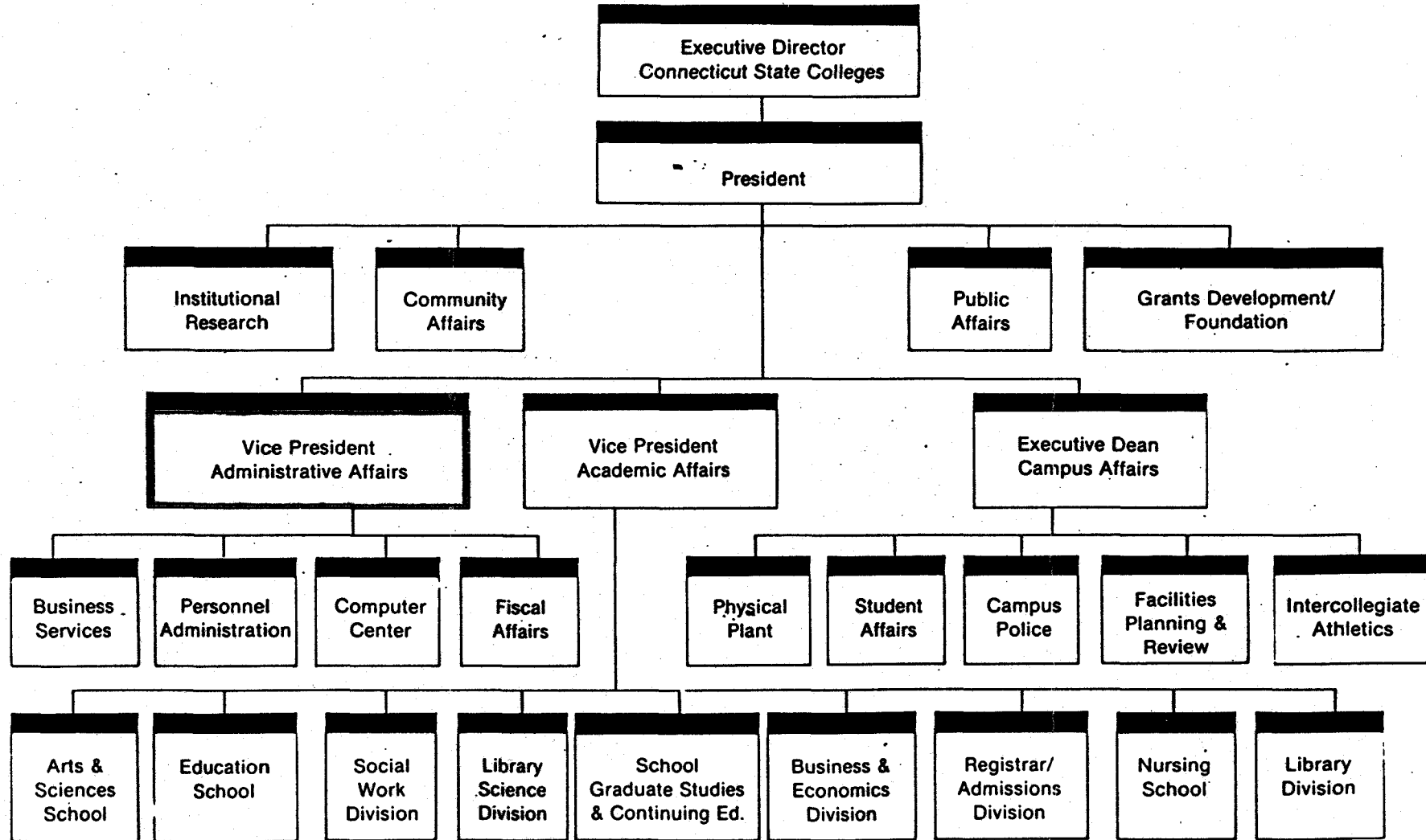
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JUL 6 1982

BOARD OF TRUSTEES
FOR THE STATE COLLEGES

Southern Connecticut State College

Organization Chart





OFFICE OF THE PRESIDENT

SOUTHERN CONNECTICUT STATE COLLEGE
501 Crescent Street • New Haven, Connecticut 06515

cc: AMB
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MAY 21 1982

BOARD OF TRUSTEES
FOR THE STATE COLLEGES (203) 397-4236

May 20, 1982

Miss Elizabeth Higgins
Associate for Board Affairs
The Connecticut State Colleges
P.O. Box 2008
New Britain, Connecticut 06050

Dear Betty:

Thank you so much for your help in arranging the visit to the Central Office of Mr. Louis Szalontai, candidate for the position of Vice President for Administrative Affairs at Southern.

John Mattia, Chairman of the Vice President Search Committee, will drive Mr. Szalontai to New Britain on Monday, May 24. Mr. Szalontai will meet with Dr. Frost at 1:00 p.m. and then can meet with others of you in the Central Office.

Enclosed is a resume and a package of other materials about Mr. Szalontai. Please let me know if I can be of any further assistance to you and Dr. Frost in regards to Mr. Szalontai's visit.

Thanks again!

Sincerely,

Jane

Jane M. Royka
Administrative Assistant
to the President

Enclosure

RESUME

LOUIS SZALONTAI
1200 Quaker Square
Ashland, Ohio 44805
419-325-3852 (home)

EXPERIENCE

1978-present

ASHLAND COLLEGE, Ashland, Ohio

VICE PRESIDENT FOR BUSINESS AFFAIRS

Total responsibility for all aspects of fiscal operations including: accounting, budgeting, computer operations, long-range planning, investments, personnel administration, negotiations with faculty union, purchasing, plant maintenance, food services, bookstore, security, and health services for students and staff.

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ACTIVITIES

Trustee of Samaritan Hospital (serve on Executive, Finance, and Grounds Committees), Secretary-Treasurer of the Ohio Society of College and University Business Officers, Association of MBA Executives, Ohio Conference for College and University Planning, American Institute of CPA's, and others.

(13)

February 3, 1982

Search Committee
Vice President for Administrative Affairs
President's Office
Southern Connecticut State College
501 Crescent Street
New Haven, Connecticut 06515

Ladies/Gentlemen:

I read with interest your advertisement for a Vice President for Administrative Affairs. Please accept this letter and the attached as an application for this position. My background in higher education fiscal management extends over twelve years. In addition, I served Price Waterhouse & Co., an international public accounting and consulting firm, as a CPA and senior accountant. Currently I am serving Ashland College as Vice President for Business Affairs. My training in accounting, finance, and general management was obtained at two outstanding universities where I received BS and MBA degrees. My major accomplishments in the areas of budgetary control and computerization of financial records resulted in the best bottom-line of the institution in its history. I feel confident that I could serve Southern Connecticut State College with distinction. A personal interview would be appreciated. Please call 419-325-3852.

Sincerely,



Louis Stalontai

RECEIVED

FEB - 8 1982

PRESIDENT'S OFFICE

April 8, 1982

Ms. Jane M. Royka
Administrative Assistant
to the President
Office of the President
Vice President Search Committee
Southern Connecticut State College
501 Crescent Street
New Haven, Connecticut 06515

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APR 14 1982

PRESIDENT'S OFFICE

Dear Ms. Royka:

Thank you for informing me of my status with the Vice President Search Committee. Please thank the Committee members for their continued interest in my candidacy. I am pleased to help by responding to the Committee's requests in the following manner:

(1) Letters of recommendation

I enclose herewith a letter of recommendation from Dr. Roy Wortman, Professor at Kenyon College. Today I contacted Mr. Timothy Weibel, Personnel Administrator at Donnelley Printing, to ask him to send you a letter. With my initial correspondence to you I enclosed a letter of reference from Mr. Edward J. Kernan, former Personnel Manager at Price Waterhouse & Company. Thus, three letters of recommendation will be provided.

(2) Professional activities, etc.

- a) Member of Executive Committee and Secretary/Treasurer of the Ohio Society of College and University Business Officers. Membership is from 75 colleges and universities. I was planning to be president of the Society in two years.
- b) Trustee of the local hospital board. Serve on several board committees.
- c) Member of the Ohio Society of CPA's.
- d) Member of the American Institute of CPA's.
- e) Member of the Ohio Conference for College and University Planning.
- f) Sing in the local church choir.
- g) Audit annually the church books and provide CPA certificate on special audit of church's endowment portfolio which is in excess of \$1 million.

h) Provide guidance and leadership to the Ashland Soccer League with a membership of over 200 youngsters, including my seven year-old son.

i) Was a member of Kiwanis International, but withdrew because of time considerations.

j) Honored as the Outstanding Graduating Student in Accounting Award by the National Association of Accountants.

(3) Written report in the area of fiscal affairs

I thought that you might be interested in reading my preface to our latest financial statements. It is addressed to our president and board of trustees. You will be able to ascertain from this the following:

- a) My style of communication.
- b) My accomplishments at Ashland College in the area of fiscal affairs.
- c) In the conclusion section, my philosophy on the management of institutions of higher education in the face of adversity.

(4) Description of principal areas of responsibility

My areas of responsibility and therefore experience at Ashland College is very similar to the specific duties and responsibilities of the Vice President of Administrative Affairs at Southern Connecticut State College. In the areas of your concern, my comments are as follows:

Fiscal Affairs

- a) Development and monitoring of annual and capital budgets.
- b) Processing of monthly budget reports to department heads, members of the president's cabinet, and trustees.
- c) Management of the accounting office.
- d) Management of the preparation of annual financial statements.
- e) Management of all security investments.
- f) Control of cash flow, including necessary bank borrowings for operating and capital purposes.
- g) Manage compliance with numerous bond indentures.
- h) Project fiscal operations for year-end to administrative team and trustees.
- i) Meet with committees of the faculty senate to apprise them of college fiscal operations and allow for consultation by faculty.
- j) Work closely with members of the finance and budget committee of the board of trustees.
- k) Recommend possible alternatives to faculty, administration, trustees in solving budgetary problems.
- l) Provide fiscal expertise to college community as needed. I have excellent track record in this area as you will note from my resume and references.

Data Processing

- a) Responsible for administrative and academic computer operations.
- b) Review all requests for computer hardware, software, and personnel.
- c) Head "Computer Study Committee" consisting of faculty and administrative personnel to review the direction that the college needs to take to optimize overall computer operation efficiency.
- d) Scrutinize allocation of computer operating costs to user departments.
- e) Implement major changes such as replacement of or addition of software or hardware.

Personnel Administration

- a) Responsible for all non-academic personnel administration.
- b) Carefully review all recommendations for hiring and release of personnel in non-academic areas. (Provide input, as is often requested by president, on decisions to hire and release faculty and administrative personnel.)
- c) Administer the fringe benefit programs of the institution.
- d) Provide final decision on the setting of salaries and wages of non-academic personnel, within certain guidelines.
- e) Often represent college in unemployment compensation cases.
- f) Head administrative team which negotiates annual compensation package with AAUP.
- g) Provide statistical data on all college personnel to board of trustees.
- h) Manage grievance procedures on behalf of the college.
- i) Implement social programs to help boost morale of employees.
- j) Responsible for compliance with federal and state laws in the area of personnel operations.

Business Services Operations

- a) Responsible for all auxiliary enterprises, including the college bookshop, eight (8) residence halls, food service operations, the college restaurant, and a conference and catering business with sales approaching \$1 million.
- b) Manage the insurance program of the college, including personnel insurance as well as liability insurance. (The latest replacement value of our plant is \$61 million.)
- c) Responsible for our health service center which provides medical services to students and staff.
- d) Only the president and I are authorized to enter into contractual agreements for the college.
- e) Responsible for providing legal services to the institution.
- f) Responsible for the purchasing office, including receiving and shipping.
- g) Responsible for providing adequate telephone services to the institution.
- h) Responsible for total plant operations, including the provision of maintenance, custodial, and grounds services.
- i) Head several committees, such as the Energy Conservation Committee, Space Utilization Committee, Marketing Committee, etc.

j) Meet regularly with the Insurance and Properties Committee of the board.

k) Was responsible for our Security operations but recommended to our president that such operations be under our Dean of Students.

(5) Organization chart

See attached. Our president has appointed me, with the approval of our board of trustees, as executive in charge of operations during the president's absence.

(6) Catalog

Enclosed is our 1981-82 Catalog and another booklet used for marketing purposes.

I hope to be able to discuss with you and others on the Search Committee my interest in Southern Connecticut State College.

Very sincerely,



Louis Stalontai



We vigorously attempted to keep operating costs at a minimum while maintaining the high standards of our programs. Certain costs, such as financial aid, are difficult to keep from rising in real terms during a period when the market is shrinking and excessively high inflation rates play havoc with the finances of our clientele. (Total scholarships increased by 30% from \$873,000 in 1980, to \$1,136,000 in 1981.)

We must vigorously continue our efforts to contain costs, yet we must also be realistic in that costs which produce nominal economic returns must be more closely scrutinized and objectively dealt with. The comparatively small increases in our fee structure in recent years cannot continue to absorb real decreases in on-campus tuition revenues, high inflation costs, and investments which produce marginal income. Either adjustments will need to be made in our cost structure or more realistic increases will need to be made in our fees. On September 24, 1981, *The Wall Street Journal* article, *Latest Tuition Increases Outstrip Inflation as Prestige Colleges Struggle to Catch Up*, put it quite well: "If you are going to stay dynamic and alive and on top of things, it is going to cost you money."

GIFTS, GRANTS, AND BEQUESTS

The achievement of our fiscal goals was greatly facilitated by another excellent performance in the area of giving. Receipts totalled \$1,662,000, including \$301,000 of gifts-in-kind, most of which consisted of a 10,000 volume collection of scientific journals and reference books donated by WIL Research Laboratories, Inc. Contribution allocations were as follows:

Operations.....	\$ 686,000
Plant.....	385,000
Endowment.....	157,000
Center.....	434,000
Total.....	<u>\$1,662,000</u>

Of significance is the substantial increase in gifts

for operations which increased by 36% from \$505,000 in 1980, to \$686,000 in 1981. Unrestricted gifts now comprise 7.2% of our total educational and general purpose revenues, up from 5.9% in 1980. This trend is significant in that the college will become more viable as its sources of revenue become diversified and dependence on tuition dollars less extreme. Also noteworthy is that college trustees and individual friends of the college increased their support from \$108,000 in 1980 to \$182,000 in 1981. We are grateful and proud of all of our supporters who have given so generously their funds and time to make possible yet another outstanding year. We feel confident that the enthusiasm among our constituencies will continue in the coming year.

ENDOWMENT

The market value of Ashland's endowment securities increased from \$2,081,000 in 1980, to \$2,252,000 in 1981. The net increment consisted of \$157,000 from gifts and \$14,000 in appreciation (Exhibit II on page 17 depicts the composition of the college's endowment portfolio for the five-year period ended June 30, 1981).

In these difficult economic times, college investments have favored cash flow generation over appreciation. Managements have shifted their endowment portfolios to take advantage of high interest yields. The Finance Committee, which manages the portfolio, recognized the college's cash flow needs from its investments and increased the money market securities in the portfolio from 52% in 1979 to 68% in 1980, and to 71% in 1981. The increase in endowment income was from \$112,000 in 1979 to \$174,000 in 1980, and to \$200,000 in 1981. Thus, the average increase in each of the last two years was 39%. The Finance Committee recognizes the need to attain high yield levels as well as to minimize the impact inflation has on endowment principal. It has, therefore, invested the remaining 29% of the portfolio in blue chip common stock which should appreciate in coming years. Continued effective management of the portfolio by the Finance Committee will allow the college to achieve optimum yields from its endowment.



PLANT OPERATIONS

Ashland's plant and equipment have a replacement value of approximately \$61,000,000. Its maintenance is a major endeavor. The total cost of upkeep, energy, etc., increased by 20% from \$878,000 in 1980, to \$1,054,000 in 1981. (This is exclusive of the maintenance costs on auxiliary enterprise buildings such as the dining commons and residence halls.) *The Wall Street Journal* article referred to put in proper perspective the problem when it stated that, "Many colleges admit they've deferred maintenance and are faced with renovation projects that can no longer be put off indefinitely. It was always easier to say we'll cut the dollars in reserve than it was to say we'd cut 10 people." Ashland was not an exception to this practice. Consequently, cuts in building repairs and renovation budgets deferred maintenance evermore.

In the last few years this trend has been reversed. I am pleased to report that prudent management of our finances in recent years has allowed us to increase funding of much needed maintenance and renovation costs. Some of the major accomplishments in 1981 included: renovation of unused areas in Jacobs and Andrews Halls to provide facilities for the Montessori School and School of Nursing; renovation of the Chapel basement which is greatly used by campus-based religious groups; renovation of an area in the Arts and Humanities building to provide for private offices and studios for the Radio/TV Program; installed carpeting and curtains in residence halls; painted sorority and fraternity houses, rental houses, Health Service Center, and residence halls; repaired and cleaned the fraternity buildings; landscaped areas of the western campus and grounds by the Montessori School; and, repaired and replaced roofs where needed. With these tangible improvements to our credit, it can now be said that Ashland's plant is in "optimum condition."

Renovation of Clayton Hall is our next major goal. When the three-unit living/learning centers are established, our students will have yet another real option their living styles.

Due to the benevolence of our patrons, Ashland was able to enter into a contract on September 3, 1981 with Fred J. Crisp, Inc., a firm specializing in aluminum window renovations, to replace all win-

dows in Miller Hall with new aluminum thermal windows. This will provide significant savings in energy each year as well as upgrade the quality of the building.

I am pleased to announce that the U.S. Department of Energy awarded the college on September 15, 1981, a Technical Assistance Program (TAP) grant of \$110,000 to help provide for energy management consultants. General System, Inc., a Cleveland based consulting firm, was employed to provide for the planning and administration of specialized energy management studies. Their review will identify and specify energy conservation measures and related cost savings on 14 of the college's major buildings. At the conclusion of the technical analysis program, General Systems will prepare a final report which will be submitted to the U.S. Department of Energy for the purpose of obtaining Energy Conservation Measure (ECM) grants. Funds to be received will be used to retrofit buildings and equipment to make them more energy efficient.

SIMPLIFIED FINANCIAL STATEMENTS

Usually colleges, including Ashland, report their funds in one of several groupings — current unrestricted, current restricted, endowment, plant, loan, and annuity. The difficulty with fund accounting is that the reader is faced with separate reporting of each fund grouping which obscures an overall picture of the college, because the reader is forced to focus on the transactions reported by the individual fund groupings one by one. This type of reporting makes it exceedingly difficult for the Trustee to answer the basic question: did the institution spend more for ongoing operations than it received? If so, what other resources were drawn upon and how much longer can such resources "cover" an excess of expenditures? The simplified and consolidated financial statements on pages 15 and 16 more appropriately depict the financial status of the college as an integrated entity, rather than a combination of a number of independent funds. Funds for internal reporting purposes are in only two basic groupings: unrestricted and restricted. (Reporting for external purposes as required by the American Institute of CPA's begins on page 19.) The restricted grouping includes all



funds that bear legal restrictions — either current or noncurrent — and thus are amounts over which the Board does not have full discretion as to use. These two fund groupings are in column form, side-by-side, with a total column so the reader can clearly see the overall picture of the college. Also, the formats parallel those used by profit-oriented entities to the maximum extent possible. These statements represent the basic financial statements trustees and other readers should be looking at for decision-making purposes.

Positive highlights depicted by the integrated statements are:

1. Operating loans payable to bankers decreased by \$117,000.
2. Accumulated operating deficit decreased by \$103,000.
3. Long-term outstanding debt decreased by \$607,000.
4. The total equity in all the assets of the institution increased by \$1,021,000.

These highlights are of significant importance to the person with a vested interest in the institution. They may have been overlooked by referring only to the traditional financial statements.

CONCLUSION

Ashland College has entered the 1980's with the strength of intellectual maturity, yet lacks none of the youthful vigor and flexibility it enjoyed 100 years ago. In this respect, the college is singularly well-equipped to deal with the challenges that confront higher education during this decade. The 1980's will be critically difficult for many American colleges, fatally difficult for more than a few. Inflation, and other related economic uncertainties will, no doubt, cut more and more deeply into funding sources, while at the same time forcing operational costs further upward.

Perhaps even more threatening is that there will be an ever-decreasing number of high school graduates from now until an upturn begins in 1993. Competition for students and dollars will be of unparalleled intensity. Both will be won not on the basis of habit or old loyalties, but according to Ashland's fiscal

soundness in the face of adversity, its ability to withstand economic hardship without educational compromise, its development of curricula and systems which are creative and appropriate to the era — in short, its vitality and its ability to convey that vitality to the public.

We have entered the 1980's in as financially fit and vital a condition as the college has enjoyed in many years. We have not, however, managed to position ourselves entirely out of range from the assault which this decade is so clearly poised to deal. Nonetheless, we are confident of our strength and our stamina, and we look with pride toward a number of heartening indications that Ashland College will be among those educational institutions to perhaps even benefit from the tests of endurance to come.

My gratitude is extended to Richard Denbow, Comptroller, and Vonnie Stemen, Staff Accountant, for their diligence in compiling data for these statements.

Respectfully submitted,

Louis Szalontai
Vice President for Business Affairs

October 5, 1981

ASHLAND COLLEGE

BOARD OF TRUSTEES

EXECUTIVE COMMITTEE

PRESIDENT

SEMINARY

Vice Pres. and Dean, Bus. Admin & Economics -- Ford

Vice Pres., Development -- Etlng

Vice Pres., Bus. Affairs -- Szalontai

Student Affairs -- Hudson

Chairman, Deans' Council -- Telego

FIVE

SCHOOLS

Nursing -- Harwood

Arts and Humanities -- Rinehart

Business Admin & Economics -- Ford

Education & Related Profs. -- Telego

Sciences -- Weygandt

DEANS' COUNCIL

Athletics -- Martinelli

Admissions -- Gerbasi

Religious Affairs -- Miller (Interim)

Registrar -- Obrecht

Academic Counseling -- Brown

Library -- Robinson

Special Pgms Grants and Institutional Research -- Jamieson

Develop. Education -- Moldstad

The Lakeside Press
DONNELLEY PRINTING COMPANY

LANCASTER GRAYURE MANUFACTURING DIVISION
216 GREENFIELD ROAD • LANCASTER, PENNSYLVANIA 17601
TELEPHONE (717) 392-4074



April 13, 1982

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APR 20 1982

PRESIDENT'S OFFICE

Ms. Jane M. Royka
Administrative Assistant to the President
For the Up Search Committee
Office of the President
Southern Connecticut College
501 Crescent Street
New Haven, CT 06515

Dear Ms. Royka:

I have been asked to serve as a reference for Mr. Louis Szalontai, who is currently Vice President for Business Affairs at Ashland College and who has expressed his interest in the position of Vice President for Administrative Affairs at Southern Connecticut State College. I have known Louis since October, 1978, and had worked very closely with him at Ashland College until November, 1979, when I chose to leave higher education.

Without hesitation, I would tell you that Louis Szalontai is one of the most competent, productive and professional men that I had occasion to meet and work with during my twelve year career in higher education. I found him to be extremely knowledgeable in his many areas of expertise, and very aware of the most effective ways to perform his role within an educational institution. He is hard working and straight forward, yet tactful and honest in his dealings with board members, faculty, students and administrators. I found him to be a very well organized individual, who is well prepared for the formal and informal types of communication that flow from the Chief Financial Officer's office. He is a strong manager of people, and by proper planning combined with his management style, he was able to get the most out of his people, even in an "undermanned, tight budget" situation; at the same time he was able to raise morale by going out of his way to provide support and positive feedback to others for a job well done. In short, because of his professionalism and personal attributes, he earned the respect of each segment of the college community and the institutions constituencies in a very brief period of time.

Like many other institutions today, Ashland College faced some very difficult problems during the past few years, perhaps the greatest being financial difficulties. Louis was able to move from a comfortable, well managed situation at Kenyon, into the Ashland situation and adapt very quickly. He was able to zero in on problems and begin to take corrective action almost immediately, wasting no time in addressing situations that

needed attention. I should also mention that he approached his work with a contagious optimism and enthusiasm that had positive effects on many segments of the college community that had contact with him.

Serving as a member of the President's Cabinet, I found Louis to be a strong "team man", who contributed much to discussions and decisions made by our group. He, along with the Vice President for Academic Affairs, made significant strides in long-term planning and budgeting procedures which were, and will continue to be, useful tools for Ashland College.

As you can see from my comments, I hold Louis in high regard as a person and a professional. It is for these reasons then, that I enthusiastically recommend him to you for consideration as a candidate for the position of Vice President for Administrative Affairs. I am certain that you will find my perceptions to be accurate, and if I may be of further assistance in helping you to evaluate his candidacy, please feel free to contact me.

Sincerely,

DONNELLEY PRINTING COMPANY



Timothy J. Weibel

Production Planning Supervisor

(formerly: Dean of Students
Ashland College
Special Assistant
to the President
Wittenberg University)

Office: (717) 295-2084

Home: (717) 898-8957

TJW:kee

KENYON COLLEGE
GAMBIER, OHIO, 43022

Department Of History

Letter of Recommendation for Louis Szalontai

I have known Louis Szalontai since 1971 and believe this person to be extremely talented in administration, highly skilled as a Certified Public Accountant, and a man of great self-motivation and self-direction. First impressions seldom last, but in Louis' case those impressions lasted and were confirmed over the years.

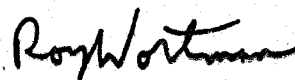
At Kenyon College, where he served as Comptroller, Louis proved himself versatile in numerous areas. He coordinated business office activities and maintained oversight and review of budget, benefits for employees, and institutional investments. Of equal importance was Louis' ability to earn the respect of faculty, staff, and students at Kenyon. A man with a high degree of social intelligence, Louis knows how to get along with people from all walks of life. An enthusiastic manager and executive, he is capable of generating maximum productivity from others and from his own individual efforts.

In leaving Kenyon College to assume greater professional challenges at Ashland College, where he served as vice-president for business affairs, Louis' energy and creativity were in large part responsible for revitalizing the institution. In addition to revamping and improving the budget and fiscal review process, Louis imparted a healthy enthusiasm which in turn generated more visibility for Ashland.

A highly self-motivated person, Louis holds the MBA degree and constantly seeks self-improvement. His professional credentials are as outstanding as his personal characteristics and he takes on any task assigned him with vigor and professionalism.

Last but not least, Louis is an amiable person, easy to get along with. He is capable of both group and individual work assignments, is a strong family man, and is a mature and responsible person whose honor and integrity I have never questioned. I recommend this outstanding and meritorious person for any position to which he makes application. Should you have additional questions, please feel free to call me at 614-427-2244.

Yours truly,



Roy Wortman, Associate Professor
and Chairman, History Department

SIDLEY & AUSTIN

ONE FIRST NATIONAL PLAZA
CHICAGO, ILLINOIS 60670

TELEPHONE 312: 329-5400

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WASHINGTON, D. C. 20006
TELEPHONE 202: 572-1730
TELEX 89-463

Founded in 1898 as
Williams & Thompson

To whom it may concern;

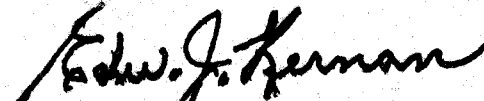
Mr. Louis Szalontai of Kenyon College has asked for a letter of recommendation covering his employment with Price Waterhouse & Co. I am delighted to submit my comments about Mr. Szalontai because he was a credit to Price Waterhouse and has been just as effective at Kenyon College.

Mr. Szalontai joined the accounting staff in July of 1965. At the time of graduation from Akron University he was the No. 1 accounting student in his graduating class. He rapidly progressed to senior accountant in July of 1968 and continued in this position until he voluntarily left in June of 1969. The firm was sorry to see him leave, but I believe he felt a better family life could be developed at the college level.

As you will note from this letter, I am no longer with Price Waterhouse and Co. During the time that Mr. Szalontai was with the firm I served as personnel manager of the Cleveland office. From personal experience I can say that he was one of the most respected and well-liked individuals on the staff. He was conscientious, accurate, understanding and a fine leader of new staff.

I am delighted to give the highest recommendation for Mr. Szalontai. If further information is needed, please call me at 312-329-5509.

Yours very truly,



Edward J. Kernan
Administrative Director