



Chairman
Board Of Trustees

RESOLUTION

concerning

the

APPOINTMENT OF ROY H. MEROLLI

as

INTERIM CSU-VICE PRESIDENT FOR FINANCE AND MANAGEMENT

at

CONNECTICUT STATE UNIVERSITY

January 10, 1992

WHEREAS, The Trustees have examined the credentials of Dr. Roy H. Merolli for the position of Vice President for Finance and Management upon the recommendation of President Dallas K. Beal and members of the Search Committee, and

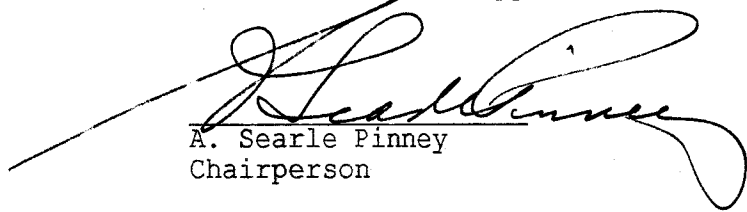
WHEREAS, The Trustees concur in this appointment and Dr. Roy Merolli has signified his willingness to accept the position as Interim CSU-Vice President for Finance and Management, be it

RESOLVED, That Dr. Roy Merolli is appointed to the position of Interim CSU-Vice President for Finance and Management effective January 10, 1992, to conclude on or before August 20, 1992, at a biweekly salary rate of \$3,781.61 (\$98,700 annualized), and be it further

RESOLVED, That during his course of service as Interim CSU-Vice President for Finance and Management, Dr. Merolli shall be entitled to all benefits as enumerated in the Board's "Personnel Policies for Management Personnel and Confidential Professional Personnel," and be it further

RESOLVED, That at the completion of his appointment as Interim CSU-Vice President, he shall return to his position of Vice President for Finance and Administration at Eastern Connecticut State University at the salary in effect at that time.

A Certified True Copy:


A. Searle Pinney
Chairperson



SENT BY FAX
ON 12-23-91

bcc: AMB
Dew
BH
File
ECSY
DWB vnty DC
at Casey's Manhattan
11/2/92
12 noon

CONFIDENTIAL

December 23, 1991

Dr. David G. Carter
President
Eastern Connecticut State University
83 Windham Street
Willimantic, CT 06226

Dear David:

I have reviewed your proposal for administrative changes at Eastern during Roy's interim assignment to my office. You should know that Roy stopped by on Friday last to tell me quite clearly that his intention is to return to Eastern. He left no room at present to negotiate a change in his position.

My proposal for you to think about is based upon the temporary nature of my "borrowing" Roy for a period of six months or so, and I am willing to go to the BOT with a recommendation that:

1. Mike Pernal serve as Interim Vice President for Administration at a salary increase of \$8,300.
2. John Berkett serve as Temporary Assistant or Associate Vice President for Finance at about \$78,500, an increase in salary of 20%.

My rationale for these recommendations includes the following:

1. I want to hold significant changes in administrative structures until the biennial budgets are presented to the BOT (a tentative understanding reached at the last BOT Retreat); and, because it is clear that Roy plans to return in six months or so, it hardly seems wise (or credible) to make permanent at Eastern three vice president positions (including an Executive Vice President) when the trigger mechanism for such a change in Roy's temporary departure. I doubt very much if the BOT would approve such a plan given current circumstances.

Dr. David G. Carter
December 23, 1991
Page Two

2. You will be receiving my memo that follows our COP discussion on anticipated cuts in the 1993 Budget. Therefore, assuming the reality of our discussion, there is little doubt that the system will need to anticipate a significant realignment of administrative functions with permanent reductions in administrative expenditures in the forefront.

David, what I suggest here may not be ideal, but I believe it to be reasonable and I'm willing to go forward with it. Your proposal may have longer term merit, and if so, I hope you will advance it at the appropriate time.

Finally, I really can't move officially on Roy's appointment until the BOT has acted on January 10 (the draft resolution is attached). The changes we agree on could be presented at that time, with campus adjustments presented to the PERC Committee (January 8) prior to the BOT meeting.

Look forward to seeing you next week.

Sincerely,

Dallas K. Beal
President

Attachment
DKB:ba



EASTERN CONNECTICUT STATE UNIVERSITY

A campus of the Connecticut State University

12/20/91

Office of the President

To: Dr. Dallas K. Beal
From: Dr. David G. Carter *DGC*

Please regard the attached as a draft. It is complete except for the issue of salary for Dr. Pernal. I anxiously await an opportunity to discuss this with you. No announcement will take place until we both have reached agreement on the entire package.

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EASTERN CONNECTICUT STATE UNIVERSITY

A campus of the Connecticut State University

Office of the President

December 20, 1991

Dr. Dallas K. Beal
President
The Connecticut State University
Box 2008
New Britain, Connecticut 06050

Dear Dr. Beal:

With respect to the arrangement involving Dr. Merolli's interim assignment to your staff and in accordance with our discussion of December 19, 1991, I intend to implement the following changes at Eastern to provide for Dr. Merolli's temporary or permanent assignment to the system Executive Offices as Vice-President for Finance and Administration. I assume that the various interim changes necessitated by this transfer will be presented to the Board of Trustees at its January 10, 1992 meeting with an effective date in all cases of January 3, 1992. In this regard, it is my expectation that, should Dr. Merolli serve in your office beyond August 22, 1992, his appointment will become permanent, and I will immediately commence a search for an Executive Vice-President and Vice-President for Finance.

I am reclassifying the position currently held by Dr. Merolli to Executive Vice-President. In addition, I intend to approach the Department of History, Philosophy, and Political Science with the request that its members approve professorial rank for Dr. Merolli. Should Dr. Merolli return to Eastern prior to August 22, 1992, he will assume the Executive Vice-President post on a permanent basis at the salary he is being paid at the time. Should he return after that date and with departmental approval, he will occupy a professorial line.

During the period of Dr. Merolli's transfer assignment, Michael Pernal will be appointed Interim Executive Vice-President, and I am recommending that his salary be adjusted to \$93,000.00 for this assignment. Please keep in mind that no salary line for the above title exists, and I have made this recommendation using 1990-91 as a base year. Should University managers and confidential personnel receive a 1991-92 salary increase, Dr. Pernal's interim salary is to be adjusted accordingly.

John Berkett is to be appointed Interim Vice-President for Finance and will be responsible for all matters relating to the fiscal affairs of the University. I propose that his salary increase from \$65,713.01 (1990-91 rate) to the 1990-91 minimum for Vice-President of \$81,739.32. Should University managers and confidential personnel receive a 1991-92 salary increase, Mr. Berkett's interim salary is to be adjusted accordingly.

Upon Dr. Merolli's return to his current position or conclusion of an affirmative action search, it is my intention to return Mr. Berkett to

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his duties with a reclassification from his current Administrator 6 responsibilities to Administrator 7. At that time, appropriate negotiations will take place with SUCAF regarding salary.

Pending before you is a request to reclassify the recently vacated Associate Dean of Administrative Affairs position (Administrator 7) to Associate Director of Fiscal Affairs - Bursar (Administrator 5). I request that you approve, not only this reclassification, but also permission to refill to allow us to complete necessary staffing in this crucial area. We currently have a person performing the duties of this position on an acting basis, but we need to make this arrangement permanent.

The temporary salary increases proposed above will be offset by the savings to be generated in the interim assignment of Dr. Merolli and will actually result in appreciable savings to the University. Dr. Merolli's current annual salary is \$93,672. The salary increases above for Dr. Pernal and Mr. Berkett are \$8,300 and \$16,026 respectively thus generating a total saving on an annualized basis of \$69,346 during the interim period.

Sincerely yours,



David G. Carter
President

CC: Vice-President Merolli



Connecticut
State
University

Central • Eastern • Southern • Western

Buty

bcc: Dr. Porter
Miss Bascetta
Dr. Newton

P.O. Box 2008, New Britain, Connecticut 06050
(203) 827-7700

Office of the President

December 12, 1991

TO: MEMBERS OF THE SEARCH COMMITTEE
for the Position of CSU Vice President
for Finance and Management

Trustee Luva Mead Hoar, Chair
Trustee Nancy Kaplan
Trustee Alvin B. Wood
Mr. Richard Sullivan, Vice President for Finance
and Administration (WCSU)
Mr. James Malone, Associate Executive Officer for
Finance and Management (Director of Information Systems-CCSU)
Dr. Peter M. Rosa, Director of Governmental Relations (CSU)
Mr. Randy Lubin, Director of Capital Budgeting (CSU)

RE: Status of Search

I regret that it has taken so long for me to communicate with you regarding the filling of this position. However, you should know how appreciative I am of the outstanding efforts of the Committee under Trustee Hoar's leadership.

To bring you current on the situation as it stands at present, you should know that I extended an offer to Roy Merolli. After a lengthy discussion with him, he called following our return from the Thanksgiving break to inform me that he did not feel comfortable in accepting the position during this period of upheaval. He, particularly, is concerned about the continuing legislative fascination with restructuring higher education.

I indicated to Roy that he was clearly the first choice of us all; indeed, as you know, there is no consensus for a second choice.

We stand currently at the point of his considering the possibility of an interim appointment with an assessment of the situation when the Hull-Harper Commission has concluded its deliberations. I am meeting with Roy and David Carter on December 19 for further discussion.

I believe you would agree with me that the University is not at present in a favorable condition to recruit for this position. I favor temporizing, if we can, rather than starting another search in the present climate.



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Search Committee
December 12, 1991
Page 2

I hope you will agree to meet again when I have a clearer understanding of Roy Merolli's position, which should be in a few days.

We live in interesting (difficult) times.

Sincerely,



Dallas K. Beal
President

DKB:ba

cc: A. Searle Pinney, Chairman
Ernest R. Marquez, Affirmative Action Officer
Elizabeth A. Higgins, Search Coordinator
Inez Laird, Secretary



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Office of the President

P.O. Box 2008, New Britain, Connecticut 06050
(203) 827-7700

October 15, 1991

Dr. Roy H. Merolli
32 Karen Drive
Portland, CT 06480

Dear Dr. Merolli:

This is to acknowledge receipt of your letter of application for the position of Vice President for Finance & Management for the Connecticut State University system, and to thank you for your interest. Your letter of application and resume will be forwarded to the Search Committee for review and further action regarding your candidacy.

At this time we request your assistance in our effort to assess recruitment procedures as required under Federal Executive Order 11246. Please fill out the enclosed pre-addressed, postage paid card and return it at your earliest convenience. This information will be kept confidential and will be used only for analysis by the Affirmative Action Officer.

Sincerely,

Elizabeth A. Higgins
Associate for Board Affairs &
Executive Assistant to the
President

Encl.



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32 Karen Dr.
Portland, Ct. 06480
October 12, 1991

Elizabeth A. Higgins
Associate for Board Affairs and
Executive Assistant to the President
Connecticut State University Executive Offices
P.O. Box 2008
New Britain, Ct. 06050

Dear Ms. Higgins:

I am writing to apply for the position of Vice President for Finance and Management. A current resume detailing my professional experience and educational background is enclosed.

As you know, I currently serve as Vice President for Finance and Administration at Eastern Connecticut State University. Over the past decade significant progress has occurred in all areas under my supervision: financial affairs, facilities renovation and construction, computer services, telecommunications, auxiliary enterprises, public safety and campus planning. I have also had the opportunity to serve the university in various non-fiscal roles. Of particular note was an assignment as acting academic vice president. This assignment enabled me to gain a much broader view of university operations and to work closely with faculty and deans in establishing and maintaining a clear linkage between institutional planning initiatives and the budgeting process.

At this point in my career I am interested in moving to a setting which will offer a greater challenge and enable me to make a broader contribution to public higher education. I believe the vice president's position for the Connecticut State University System offers such a setting. I have summarized below the key attributes which I believe I would bring to the vice president's position.

The first attribute or strength is my knowledge of public sector budgeting specifically, and higher education finance in general. This knowledge has been developed through both work experience and a doctoral program in which public finance was a major area of study. Over the past few years I have become particularly adept at working with faculty and staff to develop creative and realistic resource allocation plans which are closely linked to institutional planning efforts.

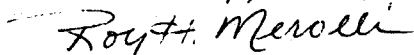
A second attribute I would bring to the position is my ability to strike a fine balance between institutional autonomy and accountability. At Eastern I have coordinated the development of an internal budgeting system which gives budget authorities

flexibility, but at the same time, maintains the accountability needed for evaluation by management. I believe this skill would be particularly helpful in implementing the responsibility and accountability legislation which was recently enacted by the General Assembly in Connecticut.

The final key attribute I would bring to the position revolves around my communication and analytical skills. My professional experience and academic background have trained me to move quickly to the essence of a complex issue; to work collegially and creatively in the development of alternate solutions and, most importantly, to communicate clearly and thoroughly the issue and options for resolution to internal and external groups, whether they be board members, public officials or business leaders.

In summary, I believe my knowledge of finance and budgeting in the broader context of current higher education issues, commitment to public higher education and leadership and communication skills would enable me to be a highly effective financial vice president for the Connecticut State University System. I would appreciate the opportunity to meet with you and the selection committee to discuss my qualifications for and interest in the vice president's position.

Sincerely,



Roy H. Merolli

ROY H. MEROLLI

Vice President for Finance
and Administration
Eastern Connecticut State University
Willimantic, CT 06226
(203) 456-5208

32 Karen Drive
Portland, CT 06480
(203) 342-4855

PROFESSIONAL EXPERIENCE:

Vice President for Finance and Administration (1986-Present)
Eastern Connecticut State University
Senior fiscal officer with overall administrative responsibility for the management of institutional financial affairs; the preparation of an institutional resource allocation plan; the supervision of Physical Plant, the Computer Center, the Department of Public Safety, the Facilities Planning Office, the Budget Office, summer conferences and auxiliary enterprises. Serve as chief executive officer in absence of President.

Acting Vice President for Academic Affairs (1984-1986)
Eastern Connecticut State University
Chief academic officer with executive responsibility for Schools of Arts & Sciences, Professional Studies and Continuing Education; Graduate Division, Learning Center, Library and Media Center; directed the planning, administration and evaluation of academic programs and support services; acted on President's behalf in his absence.

Vice President for Administrative Affairs (1980-1984)
Eastern Connecticut State University. See above description.

Dean of Administration (1978-1980)
Middlesex Community College, Middletown, CT
Chief fiscal officer with executive responsibility for the Business Office, Personnel Office, Physical Plant, the Computer Center, and campus security. Served as President's designee for administration of all collective bargaining agreements.

Dean of Administration and Community Services (1972-1978)
Asnuntuck Community College, Enfield, CT
Member of college's initial executive staff. Served as senior fiscal officer with the following additional responsibilities: community service and credit extension programs; Cooperative Education; Registrar's Office, Financial Aid and Veteran's Affairs Office.

PROFESSIONAL EXPERIENCE, continued:

Assistant to the President (1968-1972)
Middlesex Community College, Middletown, CT
Directed community service, summer session and credit extension programs; researched and coordinated the preparation of grant proposals; served as institutional research and public relations officer.

Management Trainee (1968)
Board of Trustees for Connecticut Community Colleges
Assisted in preparation of system operating and capital budget requests; developed fiscal policies and operating procedures; prepared budget and enrollment reports; served as liaison to legislature and state agencies.

EDUCATION:

PH.D. in Political Science (1980) - UNIVERSITY OF CONNECTICUT
Major Areas of Study: Public Administration; Public Finance; and American Government.

Doctoral Dissertation: Public Authorities in Connecticut -
An examination of the structure, operation and financing of public corporations at the state and regional levels in Connecticut. A major part of the dissertation focused on the use of revenue bond financing by public corporations.

M.A. in Political Science (1971) - UNIVERSITY OF CONNECTICUT
Concentrations in Public Administration and Public Law.

B.A. with High Honors (1965) - UNIVERSITY OF CONNECTICUT
Major: Political Science Minor: Economics/History
Honors: Phi Beta Kappa, Phi Kappa Phi, Pi Sigma Alpha (Political Science), Phi Alpha Theta (History),
Distinguished Military Graduate (ROTC). Recipient of full four year academic scholarship.

TEACHING EXPERIENCE:

American National Government - Asnuntuck Community College
and State Maximum Security Correctional Institution

State and Local Government - Asnuntuck Community College

SELECTED PROFESSIONAL APPOINTMENTS/ACTIVITIES:

Advisory Committee on Formula Budgeting, Connecticut Department of Higher Education (1983).

American Society for Public Administration (ASPA):
Convened panel on "The Future of the Public Corporation" at the ASPA Northeast Regional Conference (1985).

"Challenge Grant" Proposal Review Committee, Rhode Island Department of Higher Education (1987 and 1988).

College Business Management Institute, University of Kentucky.

Connecticut State University System Formula Budgeting Revision Committee for Instruction, Library Services and Physical Plant Programs.

"Fund for Excellence" Proposal Review Committee, Connecticut Department of Higher Education (1985 and 1986).

New England Association of Schools and Colleges: member of four NEASC institutional accreditation review teams.

Program Committee EACUBO Workshop - Connecticut/Massachusetts Chapter (1987-1988).

Society for College and University Planning (SCUP):
Presenter on "The Rehabilitation of College Buildings", North Atlantic Regional Chapter Conference, March 1990.

PROFESSIONAL AFFILIATIONS:

American Society for Public Administration (ASPA)

Eastern Association of College and University Business Officers (EACUBO)

National Association of College and University Business Officers (NACUBO)

Society for College and University Planning (SCUP)

COMMUNITY SERVICE:

Board of Directors, Greater Willimantic Chamber of Commerce (1988-present)

COMMUNITY SERVICE, continued:

Board of Directors, Portland Public Library (1989-present)

Chairman, Awards Committee, Dollars for Scholars Program,
Portland, CT (1980-1987)

Parents Advisory Council, Portland High School (1986-present)

Member, Superintendent's Search Committee - Town of Portland,

Coach, CYO Basketball, Portland, CT (1980-83)

Coach, Little League Baseball, Portland, CT (1980-1983)

MILITARY SERVICE:

U.S. Army Intelligence Branch (1965-1968)

Rank: 1st Lieutenant

Duties: Platoon Leader, Ft. Bragg, NC; Intelligence and
Operations Advisor, South Vietnam.

U.S. Army Reserve (1968-1970)

Rank: Captain

Commanded a 300 person Headquarters Company which provided
support services to a military intelligence battalion.

ROY H. MEROLLI

SELECTED ACCOMPLISHMENTS

EASTERN CONNECTICUT STATE UNIVERSITY

Institutional Planning:

Served as co-chairman of a university-wide committee which was charged with updating the master plan. The update of the plan is comprehensive covering the areas of academic affairs, student services and all institutional support functions. The work of the committee was endorsed unanimously by the University Senate and is used as a guide for the allocation of resources and the development of a facilities master plan.

Budgeting:

(1) developed and implemented a comprehensive program budgeting system whereby departmental budget allocations are linked to institutional goals and objectives and monthly budget status reports are provided to all budget authorities.

(2) served as member of (a) initial statewide formula budgeting committee for public higher education and (b) revision committees for library services and instruction formulas.

Facilities Planning:

(1) initiated a campus facilities planning process to guide all major capital construction and renovations. Currently I have oversight responsibility for the construction of a general purpose classroom building and a student residence hall.

(2) presently coordinating the development of a comprehensive facilities master plan with an architectural/planning firm to ensure that capital construction and renovation projects are directed by updated academic and student service master plans.

Information Technology:

Provided executive oversight for the installation of a state-of-the-art telecommunications system and the development of a campus-wide ethernet based computing network.

Auxiliary Enterprises:

(1) supervised the development of a summer conferences and camps program to enhance service to the State and community and generate additional revenue in support of auxiliary service operations.

(2) provided executive oversight over the development and implementation of new contracts for bookstore, food service and vending operations.



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Office of the President

September 11, 1991

Dr. Roy Merolli
Vice President for Finance & Administration
Eastern Connecticut State University
83 Windham St.
Willimantic, CT 06226

Dear Dr. Merolli:

You have been nominated for the position of Vice President for Finance & Management for the Connecticut State University system. Enclosed is a paper describing the position. If you wish to become a candidate for the position, please send me a letter of application and a resume. Please note that in order for you to be considered for the position, your application and resume must be postmarked or received in our office on or before October 18, 1991.

Sincerely,

Elizabeth A. Higgins
Elizabeth A. Higgins
Associate for Board Affairs &
Executive Assistant to the
President

Encl.



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Office of the President

September 11, 1991

PERSONAL & CONFIDENTIAL

Dr. David G. Carter
President
Eastern Connecticut State University
83 Windham St.
Willimantic, CT 06226

Dear Dr. *D. Carter*:

Thank you for nominating Dr. Roy Merolli for the position of Vice President for Finance & Management for the Connecticut State University system.

We have written to Dr. Merolli inviting him to become a candidate for the position.

Sincerely,

Dallas K. Beal
President



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EASTERN CONNECTICUT STATE UNIVERSITY

A campus of the Connecticut State University System

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Office of the President

SEP 9 1991

September 3, 1991

Dr. Dallas K. Beal
President
Connecticut State University
P.O. Box 2008
New Britain, Connecticut 06050

Dear Dr. Beal:

I would like to nominate Dr. Roy H. Merolli for the position of Vice President for Finance and Management for the Connecticut State University system because I know him to be an extremely effective administrator.

I became professionally associated with Dr. Merolli when I became President of Eastern Connecticut State University, and I have found him to be a dedicated, valuable, and trusted administrator.

Dr. Merolli is particularly skillful in communicating with diverse groups of people. He possesses a unique blend of intelligence, leadership/management ability, and interpersonal skills. A dedicated administrator, he has always put in long hours attending to the myriad details that are part of management. I say this because we have worked together daily, and I know he can be depended upon to meet all his commitments. He has repeatedly demonstrated a genuine desire to help people succeed. All these attributes are commonly claimed but uncommonly found.

Some nuts-and-bolts items. First, I believe he has an excellent knowledge of every area for which the Vice President for Finance and Management would be responsible. Moreover, he is a superior fiscal manager. He is a very fast study, easily grasping budgetary essences, and has a lively sense of the institutional priorities that govern deployment of resources.

In assessing Dr. Merolli's readiness for the position, I take into account as a particular plus his ability to move between large policy issues and institutional priorities on the one side and fairly fine detail on the other. While it is easy to favor one end of this continuum at the expense of the other, Dr. Merolli has brought balance to a fine art.

Dr. Merolli is forthright in expressing his views and positions. He exercises care in the evaluation of personnel and

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Dr. Dallas K. Beal

-2-

September 3, 1991

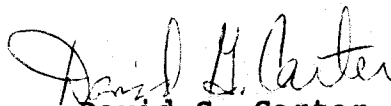
program matters. High standards of performance and openness help him elicit the best from the people with whom he works. In deliberations, he is a valuable, tactful contributor. I have found him to possess a unique creativity in developing solutions. It is important to note that Dr. Merolli is a thoughtful person given neither to impetuosity nor anger, even in trying circumstances. His breadth of perspective leads him to appreciate the concerns and problems inherent in managing and assessing an area such as Finance and Management.

Intellectually, he stands tall. He is articulate, and instantly commands respect for his grasp of issues and the integrity with which he can always be counted on to resolve issues without losing sight of fundamental principles. His particular ability to design, implement and evaluate programs and projects, as well as his ongoing interest in professional development makes him an especially strong candidate.

Finally, my estimate of his personal traits. He persuades from a sense of commitment, both moral and rational, asserting that guidance to the truth is essential in the education of all people. Whatever the source, his courage, tact, and sound judgment have been abundantly evident in the years that I have known him. His strong social conscience and dedication to change have not, however, made him cold and somber. I am fond of him, for his personal qualities are no less admirable than his social and professional ethics, which redound to the advantage of all who know him.

If you desire that I elaborate on anything mentioned herein, I will be happy to. I commend to you an eminently qualified candidate.

Sincerely,



David G. Carter
President

DGC:cs