

Submitted by Brian Johnson

Letters sent by CSU Faculty Senates and AAUP bodies to the CSU Board of Trustees, and responses.

**From:** Linda J. Cunningham

**Sent:** Monday, December 21, 2009 11:19 AM

**Subject:** Important message from the SCSU-AAUP Executive Committee

Dear Faculty,

The SCSU-AAUP Executive Committee sends the following important message:

The SCSU-AAUP endorses Resolution #12-9-29 passed by the CSU-AAUP Council on 17 December 2009.\* Here we want to present our position on the two recent decisions by the CSU Board of Trustees regarding the Office of the Chancellor addressed in the resolution.

The first involves the BOT Executive Committee vote to approve a bonus of \$82,500 as a reward to the Chancellor for not retiring. At a time of fiscal crisis, when CSUS is experiencing a reduction of full-time faculty due to early retirement, pay and hiring freezes, and furlough days, and tuition hikes are hitting already-strapped students and their families, the award of a retention bonus, despite being temporarily withdrawn in response to public outcry, is and remains deeply problematic.

The second related decision is more important and dangerous to Southern and the other universities in the system. It involves a revision to Article 10.2 of the Human Resources Policies for Chancellor and University Presidents that further centralizes power in the Office of the Chancellor. Ceding BOT oversight responsibilities to the chancellor gives him a disproportionate share of decision-making power and threatens to undermine the relative autonomy of each university president and thus the independence of each university campus. Such decisions endanger the long-standing practice of shared governance protected by the Collective Bargaining Agreement.

We respect the Chancellor's work on behalf of CSUS in the legislature, but we are troubled by the *structural* changes inherent in the BOT decision. While seemingly innocuous, this decision to consolidate power in the Office of the Chancellor is symptomatic of a larger pattern of corporatization and consolidation of the four campuses.

**\*CSU-AAUP Resolution #12-9-29**

**RESOLVED**, That at its December 17, 2009 meeting, the CSU-AAUP Council voted to convey the following concerns to the Connecticut State University System Board of Trustees and Chancellor David Carter:

- The questionable decision making of the Board of Trustees in granting a retention bonus to the Chancellor;
- The recent changes in policy for the non-continuation of campus presidents; and the
- Emerging trend away from shared governance toward System centralization and overbearing System involvement in hiring University administrators and faculty.

The CSU-AAUP requests a meeting with the Chancellor and other administrators to address these concerns.

The Motion Was Moved and Seconded.

The Motion passed unanimously by the CSU-AAUP Council.

January 19, 2010

Brian Johnson, President  
SCSU Faculty Senate  
501 Crescent St  
New Haven, CT 06515

Karl Krapek, Chair  
CSUS Board of Trustees  
System Office  
39 Woodland Street  
Hartford, CT 06105-2337

Dear Mr. Krapek:

Congratulations on your recent election as Chair of the CSUS Board of Trustees. Our September meeting with you and the Board at Sage American Grill resulted in a welcome exchange of information and views, as did the more recent visit of the Academic Affairs Subcommittee to Southern's campus. At that meeting, the Subcommittee was asked about an Executive Committee revision to Board policy, effective 10/1/09, that grants the Chancellor the power to non-continue a CSUS President "without cause or explanation." Trustee Doyle ventured an explanation of the revision, but failed to allay the concerns of Southern's faculty about the revised policy. I am writing to express the unanimous vote of the SCSU Faculty Senate that the policy unwisely and dangerously centralizes power in the Chancellor's office.

At a January 6 meeting convened by Chancellor Carter, and attended by CSU-AAUP President Dave Walsh, the AAUP Chapter leaders from WCSU, ECSU, CCSU, and myself, Professor Walsh asked the Chancellor to explain the rationale for this recent policy change. The Chancellor observed that the revised policy allows for greater discretion in the handling of Presidential non-continuation, thus ensuring that a CSUS President who might seek a position elsewhere has not been fatally tainted by a Board vote that enters the public record. I acknowledge that a non-continuation decision—in effect, a firing—that is executed behind the scenes, by the Chancellor and the BOT Chair, spares a President the prospect of personal embarrassment and professional ruin that might attend a full Board decision. Even so, I cannot help but wonder if the Board, in changing its policy, has unwittingly made a devil's bargain.

What do I mean? Well, for starters, the primary effect of the revised policy is to shift a critical decision-making responsibility from the Board to the Chancellor. If the Board hires Presidents, and if the Board conducts the four-year review of Presidents, then why should the Chancellor alone have the power to initiate a firing and to execute it with the concurrence of only the Board Chair? In appearance as well as in fact, the revised policy is inconsistent with the other elements of the Board-President relationship. The Board is ceding—relinquishing—its oversight responsibility, leaving the onus of non-continuation on the Chancellor while still retaining the power to hire and review. The faculty at Southern believe that each of these three critical and interlocking responsibilities should remain under the control of the entire Board. Granted, under the new policy the Board retains the option to vote on a Chancellor's non-continuation action, but even if it exercises this option—even if it decides to contest the wishes of the Chancellor and the concurrence of the Board Chair—the Board does so at the end of a process whose importance should require its participation from the outset. The earlier policy, prior to the 10/1 revision, was more coherent in its view of the Board's role. It rightfully expressed the understanding that the full Board should initiate and be fully involved in decisions of non-continuation, just as it is fully involved in hiring decisions and fully involved in presidential reviews. Each of these oversight functions requires the Board to act as an overseer, not as a respondent.

A second and equally substantial problem with the revised policy is that it accepts, as a political good if not a moral one, that the reasons for a Presidential non-continuation should remain hidden. Although this strategy of maintaining silence may preserve a career, it also leaves the faculty, administrators, and students, who are always deeply affected by a Presidential firing (or a discreetly arranged departure), asking why it happened and, in the worst case, questioning its legitimacy. When the motives for a decision made in the dark are never brought to light, people speculate about those motives. When people cannot see the evidence of fairness and due process, they are likely to doubt if fairness and due process were observed. When the decision resides primarily with one person, doubts increase. We are now likely to conclude that a wide range of variables unrelated to job performance may lead to a Presidential ouster. We are now likely to conclude that the Board's performance review is secondary to other considerations, which shall remain nameless, not open for discussion. We are now the recipients of a hidden decision. Will that inspire us to believe that the system is working, that what happens is good and fair? No.

Justice lives in transparency, and dies, sooner or later, in secrecy. If we engineer a CSU system where Presidents serve at the pleasure of the Chancellor, and can be terminated at will, without justification, then we will be left with a CSU system of weak Presidents who lack the authority, the autonomy, and the confidence necessary to lead their universities. The faculty at SCSU cannot have faith in such a system, particularly in the midst of a budget crisis that calls for strong leadership—not only at the system office, but at the individual campuses, each of which faces its own challenges. I am writing to request, on behalf of the SCSU Faculty Senate, that you overturn the revised policy on Presidential non-continuation and restore the earlier policy. We believe that the

consistent, judicious, and open oversight of the Board is critical to preserving strong Presidential leadership.

Thank you for your considering our request.

Sincerely,

Brian Johnson  
President, SCSU Faculty Senate  
[Johnsonb2@southernct.edu](mailto:Johnsonb2@southernct.edu)  
(203) 392-7049

cc: CSUS Board of Trustee members  
Governor M. Jodi Rell



# Connecticut State University System

39 Woodland Street • Hartford, CT 06105-2337 • (860) 493-0013 • [www.ctstateu.edu](http://www.ctstateu.edu)

Karl J. Krapek, Chairman  
Board of Trustees

January 22, 2010

Brian Johnson, President  
Faculty Senate  
Southern Connecticut State University  
501 Crescent Street  
New Haven, Connecticut 06515

Dear Professor Johnson:

Thank you for your letter dated January 19, 2010 and your congratulations on my appointment as Chairman of the Board of Trustees.

I appreciate your thoughts and your willingness to share them with me regarding the recent revision to Article 10.2 of the Human Resources Policies for the Chancellor and Presidents that was effective in October of 2009. As you know, at your request, your letter to me was shared with the members of the Board as well. While I appreciate your concerns, I believe it is necessary for me to clarify certain factual inaccuracies in your letter.

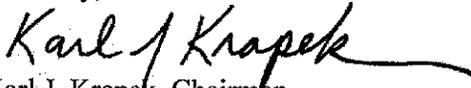
First, the Chancellor and university presidents have always been and continue to be employees at will who serve at the pleasure of the Board of Trustees. They have all been subject to non-continuation without cause or justification for as long as I have been a member of the Board and before. Second, the Chancellor has been and continues to be the day-to-day supervisor of the university presidents. He conducts annual evaluations that are shared with the Executive Committee and the full Board. He is expected to make recommendations in a variety of "supervisory" areas in reference to presidents, including, but not limited to, performance payments, sabbatical leave requests, appointments, disciplinary actions, and non-continuation. Nothing has changed as a result of the revisions to the policy. Third, the Board of Trustees remains the ultimate decision maker in cases of non-continuation.

I was glad to note in your letter that you met with Chancellor Carter and CSU-AAUP President David Walsh to discuss this revision. I concur with the explanation Chancellor Carter provided to you regarding these revisions. They were for the noble purpose of protecting the privacy of a president in such a situation and to serve the mutual best interests of both the individual employee (president) and the greater university as a whole. I disagree that the Board has ceded or relinquished any authority to the Chancellor or abrogated its role in any way.

I understand and respect that we all have roles to play in the effective administration of the university system within a culture of shared governance. However, there are certain functions that remain within the exclusive purview of the faculty, administration, and/or Board of Trustees despite this culture. The determination of who is hired to be the Chancellor or president and whether they are retained remains the exclusive determination of the Board, with input from other appropriate parties. Despite that, it is my intention to share your letter with the Executive Committee and to ensure that the revisions accomplish what we envisioned when we approved the change.

Thank you again for your letter. Best wishes for a successful Spring 2010 Semester.

Sincerely,



Karl J. Krapek, Chairman  
CSUS Board of Trustees

cc: The Honorable M. Jodi Rell, Governor, State of Connecticut  
Members, CSUS BOT  
Dr. David G. Carter, CSUS Chancellor

KJK/ef

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January 25, 2010

Brian Johnson, President  
SCSU Faculty Senate  
501 Crescent St  
New Haven, CT 06515

Karl Krapek, Chair  
CSUS Board of Trustees  
System Office  
39 Woodland Street  
Hartford, CT 06105-2337

Dear Mr. Krapek:

Thank you for your quick response. I will share your letter with my fellow Senators at our next meeting.

Sincerely,

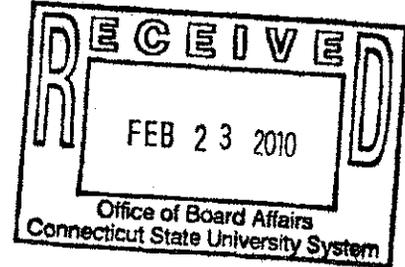
Brian Johnson  
President, SCSU Faculty Senate  
johnsonb2@southernct.edu  
(203) 392-7049



**CENTRAL**  
CONNECTICUT STATE UNIVERSITY

1615 Stanley Street P.O. Box 4010 New Britain, CT 06050 - 4010 www.ccsu.edu

Candace Barrington, President  
CCSU Faculty Senate  
302-1 Willard Hall  
1615 Stanley Street  
Central Connecticut State University  
New Britain, Connecticut 06050  
[BarringtonC@ccsu.edu](mailto:BarringtonC@ccsu.edu)



17 February 2010

Karl Krapek, Chair  
CSUS Board of Trustees  
System Office  
39 Woodland Street  
Hartford, CT 06105-2337

Dear Mr. Krapek,

At its most recent meeting, the CCSU Faculty Senate voted to send the following resolution to the CSUS Board of Trustees:

Because too much power in the hands of the Chancellor harms the individual CSU universities, the CCSU Faculty Senate urges that (1) the BOT change its October 2009 policy so that the full Board shall initiate and be fully involved in decisions of non-continuation of university Presidents, and (2) the BOT ensure the independence of the four universities by resisting further efforts to centralize decision making in the System Office.

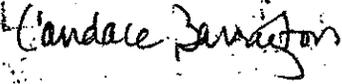
Although I was instructed by the Senate to present this resolution in person at the BOT's 10 February 2010 meeting, that presentation was prevented when anticipated inclement weather caused the meeting to be switched from a live gathering to a teleconference. Therefore, I am sending copies of this letter to each of the other seventeen trustees.

The Senate is well aware of both current and looming financial constraints. We do not want, however, for these financial contingencies to become convenient excuses for centralizing decisions that by contract and by long-standing academic principles belong on individual university campuses. Similarly, we do not want the four universities to become four campuses of a *de facto* single university.

Despite the Senate's concerns about recent decisions regarding the CSU System Office's oversight of the four universities, you should know we appreciate your efforts to ensure a high quality education for Connecticut's citizens.

Thank you for considering our request.

Sincerely,



Candace Barrington

cc: CSUS Board of Trustees:

Richard J. Balducci  
Theresa J. Eberhard Asch  
Michael A. Caron  
Andrew Chu  
John A. Doyle  
Elizabeth Gagne  
Angelo J. Messina  
John H. Motley  
L. David Panciera  
Ronald J. Pugliese  
Alex Rodriguez  
Peter M. Rosa  
John R. Sholtis, Jr.  
Fr. John P. Sullivan  
Andrew R. Wetmore  
Gail H. Williams  
Kolby Williams

Commission Michael P. Meotti, Connecticut Department of Higher Education  
Governor M. Jodi Rell

March 9, 2010

Brian Johnson, President  
SCSU Faculty Senate  
501 Crescent St.  
New Haven CT 06410

CSUS Board of Trustees  
System Office  
39 Woodland St.  
Hartford CT 06105-2337

Dear Board of Trustees:

With the recent announcement of President Norton's retirement, I am writing to you on behalf of the Southern Connecticut State University Faculty Senate to request that you commence the search process for a new President as soon as possible. The Faculty Senate recognizes that this process can be a lengthy one, and that a permanent appointment is unlikely prior to the 2011-2012 academic year. For that reason, the Senate is very concerned about who will lead the university during the period immediately following President Norton's departure. More specifically, we want to impress upon you the critical importance of appointing a current member of the Southern administration to lead the university as Interim President.

The Faculty Senate, with the endorsement of the Faculty Leadership Council and the SCSU-AAUP Executive Committee, supports the appointment of a current administrator as Interim President for two reasons. First, such a person will not have to spend months building relationships and learning how the university works. This "getting acquainted" period is both natural and inevitable for a long-term President, but makes little sense for an Interim President who we expect to occupy the position for no longer than a year.

Second, Southern is in the midst of several major transitions. As the university prepares for the NEASC accreditation process in the coming year, we're implementing a new and innovative general education curriculum; we're restructuring the university from five schools to four; we're developing a new First Year Experience Program that has already yielded dramatic increases in student engagement and retention; we're engineering significant improvements to our admissions, placement, and information technology procedures; and we're facing and adjusting to an ongoing budget crisis. The leadership in the current administration has been deeply involved in all of these changes, in many cases seeing them through substantial resistance and daunting complexities. The reality is that we are at a critical stage in the transformation of our university. We need an Interim

President that we can trust—a person who knows exactly where we are, where we've been, and what we need to accomplish for our students and our institution in the next year. We believe that only a current member of the administration will have the academic and administrative knowledge, the experience, the commitment, and the faculty support necessary to lead us through an educational transformation that is already well underway.

In short, the Faculty Senate requests that you appoint a member of the current administration as Interim President to move Southern forward over the next academic year. We hope that, after due deliberation, you will agree that such an appointment is in the best interest of the university. Thank you for your continued service to Connecticut and the Connecticut State Universities, and we welcome the opportunity to discuss this matter further with you in the near future.

Sincerely,

Brian Johnson, M.F.A.  
President , SCSU Faculty Senate  
johnsonb2@southernct.edu  
(203) 392-7049

cc: Chancellor David Carter



# Connecticut State University System

39 Woodland Street • Hartford, CT 06105-2337 • (860) 493-0013 • [www.ctstateu.edu](http://www.ctstateu.edu)

Karl J. Krapek, Chairman  
Board of Trustees

March 16, 2010

Brian Johnson, President  
Faculty Senate  
Southern Connecticut State University  
501 Crescent Street  
New Haven, Connecticut 06515

Dear Professor Johnson:

Thank you for your letter dated March 9, 2010, which was emailed to the Office of Board Affairs on March 10, 2010.

Please be advised that the Board of Trustees will follow its established practices and all applicable policies and procedures relating to the SCSU presidency.

Sincerely,

Karl J. Krapek, Chairman  
CSUS Board of Trustees

cc: Members, CSUS BOT  
Dr. David G. Carter, CSUS Chancellor

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Southern Connecticut State University  
American Association of University Professors

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501 Crescent St. • Engleman Hall • New Haven, CT 06515 • (203)392-5975 • Fax, (203)392-5976 • Email, [AAUP@southernct.edu](mailto:AAUP@southernct.edu)

March 19, 2010

Mr. Karl J. Krapek  
Chair - Board of Trustees  
Connecticut State University System  
39 Woodland Street  
Hartford, CT 06105-2337

Dear Chairman Krapek,

We write to you concerning the process of selecting an interim president for Southern Connecticut State University. We realize that the process for selecting an interim president will be expeditious and brief. However, we believe it is important that there is some input from Southern's faculty regarding who will be chosen for the position. Including faculty in the process should facilitate the transition from Dr. Norton to an interim president. Moreover, by including faculty in the decision the CSU BOT would also be affirming the spirit of the Collective Bargaining Agreement that governs the relationship between SCSU - AAUP and the CSU BOT. As the preamble to the agreement states:

While...the Board of Trustees retains the rights, under law, to manage and direct Connecticut State University, the parties recognize the desirability of a collegial governance system for faculty and professional employees in areas of academic concern....In such a collegial system, the faculty of departments, and other units should play an active and responsible role in academic matters, including significant involvement in the recruitment of new faculty and professional employees...and other matters of professional concern. The collegial relationship is most effective when peers work critically together to carry out their duties in the most professional manner possible (p.1).

The choice of an interim president is clearly of professional concern to Southern Connecticut State Faculty members. An interim president will affect all aspects of our professional and academic lives for at least the next year. Faculty input will be in the spirit of shared governance and add to the critical evaluation of candidates and strengthen the collegial relationship between Southern's faculty and the CSU BOT.

Moreover, a statement formulated jointly by the American Association of University Professors, the American Council on Education (ACE), and the Association of Governing Boards of Universities and Colleges (AGB) says a

Joint effort of a most critical kind must be taken when an institution chooses a new president. The selection of a chief administrative officer should follow upon a cooperative search by the

governing board and the faculty, taking into consideration the opinions of others who are appropriately interested.

Accordingly, we request maximum involvement of the faculty and its representative bodies in the coming Presidential search and in choosing an interim president for Southern Connecticut State University.

Sincerely,

Uchenna T. Nwachuku  
President  
SCSU-AAUP



# Connecticut State University System

39 Woodland Street • Hartford, CT 06105-2337 • (860) 493-0013 • www.ctstateu.edu

*Office of the Chancellor*

March 29, 2010

Ms. Linda Cunningham  
Southern Connecticut State University  
SCSU – AAUP  
Engleman Hall C 111  
501 Crescent Street  
New Haven, CT 06515

Dear Ms. Cunningham:

Thank you for your request on behalf of SCSU – AAUP President Uchenna Nwachuku and Faculty Senate President Brian Johnson to meet with me regarding the appointment of an Interim President at SCSU. Please be assured that I intend to fully comply with the provisions of applicable board policy.

Naming an interim president is the responsibility of the Chancellor. To quote the Chairman of the Board: "... we all have roles to play in the effective administration of the university system within a culture of shared governance. However, there are certain functions that remain within the exclusive purview of the faculty, administration, and/or Board of Trustees despite this culture."

Therefore, while I appreciate the offer to meet with Professors Nwachuku and Johnson, I respectfully decline the invitation. Thank you again for your commitment to SCSU and concern for its future direction.

Sincerely,

David G. Carter  
Chancellor

DGC/cld

c: Dr. David Walsh, President AAUP  
Dr. Uchenna Nwachuku, President SCSU – AAUP  
Mr. Brian Johnson, President, SCSU Faculty Senate



# Connecticut State University System

39 Woodland Street • Hartford, CT 06105-2337 • (860) 493-0013 • www.ctstateu.edu

Karl J. Krapek, Chairman  
Board of Trustees

March 23, 2010

Brian Johnson, President, Faculty Senate  
Southern Connecticut State University  
501 Crescent Street  
New Haven, Connecticut 06515

Candace Barrington, President, Faculty Senate  
Central Connecticut State University  
1615 Stanley Street  
New Britain, Connecticut 06050

William M. Salka, President Faculty Senate  
Eastern Connecticut State University  
83 Windham Street,  
Willimantic, CT 06226

Dear President Johnson, President Barrington and President Salka:

Thank you for taking the time to share with me your recent senate resolutions. I appreciate your commitment to your university and to the Connecticut State University System. However, my position on the action of the Executive Committee and the reasons therefore, as outlined in my letter dated January 22, 2010, which I understand you each had in your possession prior to the passage of your resolution, has not changed.

As I have indicated in the past, and most recently through my January 22<sup>nd</sup> communication, I understand and respect that we all have roles to play in the effective administration of the university system within a culture of shared governance. However, there are certain functions that remain within the exclusive purview of the faculty, administration, and/or Board of Trustees despite this culture. The determination of who is hired to be the Chancellor or president and whether they are retained remains the exclusive determination of the Board, with input from other appropriate parties.

Again, I appreciate and value your willingness to share your views on issues facing the Connecticut State University System.

Sincerely,

Karl J. Krapek, Chairman  
CSUS Board of Trustees

cc: Members, CSUS BOT  
Dr. David G. Carter, CSUS Chancellor

KJK/ef

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Central Connecticut State University

23 April 2010

Karl Krapek, Chairman  
CSUS Board of Trustees  
System Office  
39 Woodland Street  
Hartford, CT 06105-2337

Dear Mr. Krapek,

Thank you for your letter dated 23 March 2010. The CCSU Faculty Senate is pleased to learn from your letter that you agree with us that decisions regarding "who is hired to be the Chancellor or president and whether they are retained remains the exclusive determination of the Board, with input from other parties." Like you, the CCSU Senate understands that hiring and firing of CSU university presidents is the prerogative of the full Board. In fact, we went on record in our February resolution in order to demonstrate our commitment to this principle. As was made clear in the first point of our resolution dated 10 February 2010, we concur with you that the "full Board shall initiate and be fully involved in the decision of non-continuation of university Presidents."

This mutual desideratum is not, however, the Board's current policy. Right now, section of 10.2 of the human resources policy states that CSU presidents

may be non-continued by the Chancellor without cause or explanation and without recourse to the procedures of Article 10. Prior to notifying the President of his/her non-continuation, the Chancellor shall notify the Chairman of the Board of his/her intended action and shall receive the Chairman's concurrence of said action.

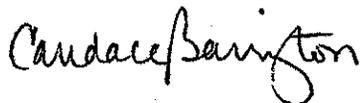
This ability of the Chancellor and the Chairman of the Board to initiate a non-continuation without input from the rest of the Board—not to mention "other parties"—troubles the CCSU Faculty Senate.

The Senate believes that such decisions are so important that they should not be made in the dark or concentrated in the hands of one or two people, as the current policy allows. And for this reason, we ask that the Board's written policy be reverted to reflect the values shared by the CCSU Senate and CSU BOT alike, that important decisions not be made without a significant degree of transparency and input from the full board and other parties.

The CCSU Faculty Senate also remains concerned that your letter did not address the second point of our resolution, that "the BOT ensure the independence of the four

universities by resisting further efforts to centralize decision making in the System Office." Perhaps your omission was an oversight. If so, the Senate would appreciate a statement from the Board regarding its position on this point. If the omission was not a simple oversight, then we respectfully request more information regarding the Board's plans to safeguard the independence of each of the four universities composing the CSU System.

Sincerely,



Candace Barrington, President  
CCSU Faculty Senate

302-1 Willard Hall  
1615 Stanley Street  
Central Connecticut State University  
New Britain, Connecticut 06050  
[BarringtonC@ccsu.edu](mailto:BarringtonC@ccsu.edu)  
860.832.0022

cc: CSU System Board of Trustees:

Richard J. Balducci  
Theresa J. Eberhard Asch  
Michael A. Caron  
Andrew Chu  
John A. Doyle  
Elizabeth Gagne  
Angelo J. Messina  
John H. Motley  
L. David Panciera  
Ronald J. Pugliese  
Alex Rodriguez  
Peter M. Rosa  
John R. Sholtis, Jr.  
Fr. John P. Sullivan  
Andrew R. Wetmore  
Gail H. Williams  
Kolby Williams

Commissioner Michael P. Meotti, Connecticut Department of Higher Education  
Governor M. Jodi Rell



# Connecticut State University System

39 Woodland Street • Hartford, CT 06105-2337 • (860) 493-0013 • [www.ctstateu.edu](http://www.ctstateu.edu)

Karl J. Krapek, Chairman  
Board of Trustees

May 6, 2010

Candace Barrington, President  
CCSU Faculty Senate  
302-1 Willard Hall  
1615 Stanley Street  
Central Connecticut State University  
New Britain, Connecticut 06050

Dear Professor Barrington:

This is to acknowledge receipt of your letter dated April 23, 2010 wherein you stated that the CCSU Faculty Senate requests that the Board of Trustees (BOT) of the Connecticut State University System (CSUS) revise current Board policy regarding non-continuation of university Presidents.

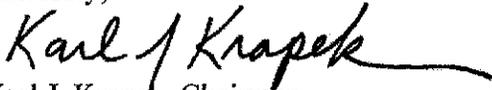
Your supporting statements regarding this matter have been noted. Please be assured that the revised board policy was reviewed thoroughly by the Executive Committee of the Board in consultation with the Chancellor. After a lengthy discussion, the revised policy was approved by unanimous vote. The Chancellor recently has been wrongly accused, in my view, of abusing his authority. I want to be perfectly clear that the Chancellor has taken no action which was not fully considered and approved by me and by the Executive Committee of the BOT, pursuant to that policy, and consistent with the Chancellor's role and responsibilities.

Regarding your second point that "the BOT ensure the independence of the four universities by resisting further efforts to centralize decision making in the System Office," there appears to be a misperception. Since the beginning of his tenure, the Chancellor has encouraged each university to identify a distinctive niche and to work toward the development of a strategic plan incorporating a vision, mission, and goals to promote their unique identities.

Furthermore, as a former university president, Chancellor Carter thoroughly understands and appreciates the role of a university president and fully endorses the critical role of each university president in leading and managing his/her institution. Simultaneously, the Chancellor has encouraged the universities to work collaboratively and with the CSUS System Office to ensure a strong system, which is of considerable benefit to each of the universities in innumerable ways. Such collaborations do not compromise the independence of the universities. He has also worked closely with the universities to ensure that legal requirements are carried out, as the BOT would expect.

I trust that you will convey to your colleagues that the CSUS motto: "We are four and we are one" is more than a phrase which underscores the individuality of the universities and the unity of our system. It is the embodiment of the very fiber of our collective existence, which has never been more pivotal than today, as we collectively navigate through very difficult economic times. We welcome your support as we work together to ensure that each of our universities and the entire system is the very best for Connecticut's citizens.

Sincerely,



Karl J. Krapek, Chairman  
CSUS Board of Trustees

cc: The Honorable M. Jodi Rell, Governor, State of Connecticut  
Commissioner Michael P. Meotti, CT Department of Higher Education  
Members, CSUS BOT  
Dr. David G. Carter, CSUS Chancellor

KJK/ef

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*Bob and Susan Frew*

204 Bishop Street

New Haven, CT 06511-3718

Phone 203.314.4145 or 4144(susan)

rfrew@snet.net susanfrew@snet.net

May 25, 2010,

*Dear Madam Chairman and members of the board,*

*I have had a long association with Southern and have enjoyed my time on the board. I came to Southern in 1979 as a Professor in Computer Science, I later became the first Chairman of the Department of Computer Science. It is now my time to leave the board. I am deeply disturbed with the behavior of Chancellor Carter in removing Cheryl as our President. In my opinion she has changed, for the better, the character and motivation of Faculty, Staff, and Students and has increased the image of Southern in the community.*

*There are several incidents that have lead to my distrust of the chancellor. The chairman of the Board of Trustees had stated that he thought that Cheryl should receive a four year extension to her contract before he was mysteriously moved to UCONN. The new board and chairman had meetings where they were in executive session for more than 6 hours. These secret meetings are very disturbing to me as we operate in a public university system and meetings should be recorded and made public. We know that the chancellor and the board changed the authority of the chancellor so that he could fire Cheryl with little notice. All of this has made me very distrustful of the Chancellor.*

*I have been at Southern for over 30 years. I have always enjoyed the leadership of the President of Southern. I have not experienced any interference of the System office. They have always established standards for all campuses. The Chancellor has in the past been concerned with the fair distribution of funds from the State for the University, Community Colleges and UCONN. We now have a Chancellor who is acting as a Super President, micromanaging the affairs of the campuses. This is not acceptable.*

*I hope that the chancellor and the board will be removed from office. In this time of financial crisis we cannot afford this arrogance and incompetence. A single board of trustees for higher education would better serve the State with personnel issues being dealt with by a centralized human resource office.*

*It is traditional practice that a temporary President be selected from the campus. The chancellor has decided otherwise and is breaking this traditions. I have no desire to work in this environment and hereby resign my position on the board. It is a difficult decision as I have grown to respect Cheryl and the wonderful development that has been happening on campus for the past six years. I will continue to work for a more autonomous SCSU.*

*Yours truly,*

*Robert S. Frew AIA PhD  
Professor Emeritus, Computer Science.*



Representative Roberta Willis, Chairperson, Higher Ed Committee ([Roberta.Willis@cga.ct.gov](mailto:Roberta.Willis@cga.ct.gov))  
Senator Mary Ann Handley, Chairperson, Higher Ed Committee  
([MaryAnn.Handley@cga.ct.gov](mailto:MaryAnn.Handley@cga.ct.gov))  
Senator Anthony J. Musto ([musto@senatedems.ct.gov](mailto:musto@senatedems.ct.gov))  
Representative T.R. Rowe ([tr.rowe@housegop.ct.gov](mailto:tr.rowe@housegop.ct.gov))

Dear Senators and Representatives,

At the October 1, 2009 Connecticut State University (CSU) System Board of Trustees Executive Committee meeting, the Human Resources Policies for Chancellor and University Presidents was revised to state that presidents may be non-continued in their current positions without cause or explanation at the option of the Chancellor with the concurrence of the Chairman of the Board. This represented a dramatic shift from previous policy in which this authority lay with the entire Board. At this same meeting, the BOT Executive Committee awarded the CSU Chancellor David Carter a bonus "in light of his decision to refuse the early retirement incentive available to him in June 2009." Although the amount of the bonus was not disclosed in the minutes, it was later revealed to be in the vicinity of \$80,000.

Although I was only made aware of these events at a later date, their significance became clear with the unfolding of subsequent events at Southern Connecticut State University (SCSU) where I have been a professor for the past eight years. I was dubious several months ago, when I was first told by a colleague that the ground work was being laid for the dismissal of SCSU's President Cheryl Norton; however, in hindsight, I can now view the series of events that have taken place as ones that have been carefully orchestrated as follow:

1. BOT Executive Committee change of policy outlined above
2. Resignation of President Norton (later revealed to be a firing by the Chancellor),
3. Ignoring of a request by the SCSU Faculty Senate that an interim President be an internal SCSU candidate who knows our campus well (especially given the dire straits of the state budget),
4. Tailoring of the criteria for the interim SCSU President by the BOT and Chancellor to state that candidates must have served as a President of a university and have collective bargaining experience, handily fitting the qualifications of a previous colleague of the Chancellor, Dr. Stanley Battle, and eliminating any internal SCSU candidate as a possibility, and
5. Appointment of this individual to the position of interim President of SCSU.

Two of the more serious consequences of these actions are a dangerous concentration of power in the hands of one or two individuals with the temptation to abuse this power in the name of the "greater good" of the system and the additional salary of approximately \$280,000 to be paid to the interim SCSU President while Dr. Norton is retained at her approximate \$282,000 salary during an administrative sabbatical leave. This occurs at a time when many faculty and staff positions are unfilled, faculty and staff are required to take unpaid furlough days and tuition has been raised at the state universities. Less concrete and more difficult to quantify are the disappointment, disillusionment, and subsequent erosion of morale of many employees of the CSU campuses due to the subterfuge of the stated events.

Upon discovery of the unfolding of these events, numerous attempts had been respectfully made by faculty bodies, especially the Faculty Senate at SCSU (the campus that has been most affected by these actions to date) to enter into discussions with the BOT and the Chancellor that might lead to greater transparency and the diminishment of the atmosphere of secrecy and deception. All attempts at open communication have been tersely rebuffed. Personally, I was shocked and insulted by the tone of responses by Chairman Krapek to questions asked by faculty, staff, and students at an April 8, 2010 meeting of the BOT at SCSU. For example, when a student stated her concerns about rising tuition costs, Mr. Krapek rudely dismissed these concerns stating that the state tuition is still a pretty good bargain. He also let Brian Johnson, President of the SCSU Faculty Senate, know in no uncertain terms that any further attempts to request communication or provide input, which he termed "attacks," would not merit response. If he were an elected public official, Chairman Krapek would undoubtedly be more careful with his remarks, but being an appointee of the Governor, he apparently has no concerns about his position or the need to be civil towards those he serves.

The CSU universities are crucial to the health of the state's economy and future. I hope that you share my concerns regarding the fiscal mismanagement and impropriety that have taken place as outlined above. I urge you to investigate these incidents carefully and to assist in swiftly insuring that checks and balances be restored to the system so that critical decision-making does not remain in the hands of two individuals.

Sincerely,

Deborah Weiss  
Trumbull, CT

Dear Committee members:

Thank you very much for taking an interest in Southern Connecticut State University's concerns about the CSU leadership's mismanagement of funds and centralization of power. It means an awful lot to us because we cannot get the Chancellor or the BOT chairman to address the issues in a meaningful way.

Below is a listing of almost all the news items relating to Chancellor Carter and/or the BOT since last December.

I'm also including an email (in green below) that I circulated to the SCSU faculty back in mid-December about the October 1, 2009 BOT Executive Committee's meeting at which the EC voted to change the Board's policy on the non-continuation of CSU Presidents and granted the Chancellor a bonus of \$82,500 (more than the maximum annual salary allowed for an assistant professor in the CSU system).

My email below is a response to a message from Chairman Krapek (in red below) sent to the Southern community after we raised these issues at a BOT Academic Affairs Subcommittee meeting on our campus in early December. I try to explain why we should all be concerned about the BOT Executive Committee's decisions in these matters.

Please remember: We did not know at that time the bonus amount, nor did we know that President Norton had already been fired almost a month earlier; indeed, we were told in February that she retired of her own accord, and it wasn't until the Connecticut Mirror broke the story in April that we found out the truth. The truth should be the highest value in any education system, and as such should be transparent; we should not have to resort to investigative journalism to find it out.

I hope you find this material helpful, and thank you again for your interest in our concerns. We think they are concerns relevant to all Connecticut citizens counting on an effective and high-quality public higher education system to serve the state's best interests and help us out of these dire fiscal straits.

--Michael Shea  
English Department Chair and  
SCSU-AAUP President  
Southern Connecticut State University  
203-392-6741

December 12, 2009

Dear CSU community—

It's hard to know how to respond to Chairman Krapek's message below, for it leaves so much unsaid and raises more questions than it answers. Like, for instance, how much was Chancellor Carter's bonus?

As for the unsaid part, those of you unaware of what Chairman Krapek's email is referring to might want to access the following link. It takes you to the BOT Executive Committee minutes for October 1, 2009, whose first two pages contain two significant actions by the Executive Committee: one is the agreement to award Chancellor Carter a bonus for not retiring (page 1); the second grants Chancellor Carter the power to fire the CSU presidents without cause and with little notice (page 2). These two issues were raised by faculty members at the BOT's Academic Subcommittee meeting with the SCSU community on December 2, 2009.

<http://www.ctstateu.edu/trustees/documents/EC-Minutes-October-01-09.pdf>

As for some of the other questions, I have to wonder what Chairman Krapek was thinking when the Executive Committee voted to approve the Chancellor's bonus. Does he not realize that we are all working hard under the new fiscal realities? Is there any bonus promised the rest of us when times get better? Is the Chancellor supposed to be treated differently from all other CSU employees? Why does the BOT Executive Committee not advocate for us as much as they advocate for the Chancellor? I daresay that some of us are doing at least as well at our jobs as he is at his. Indeed, all four CSU institutions lost some excellent employees who might have stayed and continued their exemplary work had they been promised a retention bonus instead of a retirement incentive.

I have no doubt that Chairman Krapek and the Executive Committee think the Chancellor is doing a heck of a job. Whether we all agree with that assessment or not, the Chairman and the Executive Committee are obviously out of touch with the general public. In these bad economic times, everyone in the state is suffering and struggling; this poor decision is bound to cause resentment and makes us all look bad in the eyes of the public, who now have a signature case that we spend our resources foolishly and who likely will demand even more legislative oversight of our institutional operations.

Moreover, it will cost the state much more than the bonus' face amount to give Chancellor Carter his award. His bonus money will boost his retirement pay for the rest of his life. And whatever the amount is, it could go toward refilling a position on some campus; we have a hard time getting hiring permission from Chancellor Carter because of supposed budget constraints. (And remember that we will never see the money we lost, nor will the lack of a pay raise ever be restored in our lifetime earnings.)

Given the Executive Committee's bonus resolution, the situation created by Chancellor Carter's words of encouragement to all of us in his October 2008 letter—"Now we must do even more with even less"—would be laughable if it weren't so depressing. Shared sacrifice should not be a joke. Indeed, I'm writing this on December 11, the enforced furlough day for faculty, normally a "Reading Day" purposely set aside for students if they need a class make-up day or a review of the semester's material; yet because of our pay cut, we are not allowed to use this day to help students learn.

But, you know, the bonus is not even the most important issue.

As demoralizing as the news of a retention bonus is for all of us, much more worrisome is the issue on which Chairman Krapek's email is completely silent—the centralization of power in the Chancellor's hands. The BOT Executive Committee has granted Chancellor Carter the power to fire campus presidents without cause, on little notice, and by notifying only the Executive Committee. Under this new arrangement, the dismissed president (and his/her university) would have no real recourse to any significant appeal process.

With this power, the Chancellor need not fire anyone—he need only to threaten to fire that person, and any president who wants to save his/her career and get another presidency will "voluntarily" and quietly step down, citing family or health concerns.

All CSU employees should be disturbed by this power shift. It lets Chancellor Carter be the de facto, if not de jure, president at each of the four CSU universities by making it easier for him to

dismiss a president who in any way resists or even questions the Chancellor's wishes or vision. I presume that the Chancellor can then name the interim president, probably someone much more likely to carry out the Chancellor's will.

The new power arrangement created by the BOT is clearly untenable (unless they consider CSU one university with the four campuses as simply branches), for it undermines academia's long-respected tradition of shared governance by in effect giving the Chancellor the last word in every decision. Any university body that comes to an understanding with its campus president about any particular issue may find that understanding revoked by the Chancellor's overruling the president's decision. All good faith negotiations with the administration on any campus now carry no weight because they are all subject to the dictates of the Central Office.

Furthermore, after a president is gone (whether by "voluntary" means or not), the interim president can last indefinitely because the Chancellor can drag out a search and delay a hire for a long time. It is also likely that most people will perceive any interim replacement as simply a lackey. Even a new president who is not officially "interim" is in effect "interim" because he/she can be dismissed with merely three months notice. (I believe this provision was another power granted in earlier years by the BOT to Chancellor Carter. Pre-Carter, the BOT policy was that that every dismissed administrator be given a year's notice, a much more professional situation; now, any administrator hired post-2006 need be given only three months notice, a situation almost designed to create anxiety about job security and to discourage independent thinking.)

This gradual centralization of power affects every CSU employee. It inevitably alters the nature of shared governance at each institution and reduces each campus' autonomy, and that ultimately means less academic freedom for every one of us.

I'm just an English professor with no power and no voice (though I fully expect retribution of some kind from the Central Office for speaking my mind in this matter; whether the retribution is towards me, my department, or my institution, or towards my wife, her department, or her institution remains to be seen). So, as a rank-and-file union member, I ask that every one of us urge his/her union's leadership to use all its might in forcefully opposing and strongly repudiating this change in BOT policy and in censuring the Executive Committee for this terrible decision.

I also urge all of us to call upon the other BOT members to halt this centralization of power. If we wish to remain as four independent institutions in the CSU System, the new policy is simply unacceptable. If Chancellor Carter or the BOT wants us all to be one university with four campuses, that is another matter and one that should be subjected to thorough public discussion with each institution and with the general public.

One might say that simply having sent a one-way missive that clarifies nothing on these important issues just further demonstrates the bad judgment of the BOT Executive Committee. Here's my answer to that charge: let's invite Chancellor Carter, Chairman Krapek, and BOT members (some Executive Committee members and some not) to visit each CSU institution for a true dialogue with the academic community on all four CSU campuses about several things--this shift in BOT policy and procedure, the exact terms of and reasons for the bonus to Chancellor Carter, and the BOT's overall interactions with each campus, the Central Office, and the state legislature. It's time for open communication, wouldn't you say?

Thanks for taking the time to read this. Please feel free to share this with anyone at any of the other CSU campuses.

—Mike Shea, English Department Chair

From: announce-campus-bounces@lists.southernct.edu [announce-campus-bounces@lists.southernct.edu] On Behalf Of Joseph A. Musante [musantej1@southernct.edu]  
Sent: Wednesday, December 09, 2009 3:08 PM  
To: announce-campus@lists.southernct.edu  
Cc: announce-student@lists.southernct.edu; Bernard Kavalier  
Subject: Communication from CSUS BOT Chairman Krapek

Subject: Communication from CSUS BOT Chairman Krapek

To the SCSU University Community on behalf of the Chairman of the CSUS Board of Trustees

In recent days, there have been questions raised that I would like to address. As Chairman of the Board of Trustees, and on behalf of the former Chairman as well, we were exceptionally pleased and relieved that Chancellor David Carter elected not to take the Retirement Incentive Plan offered by the State of Connecticut. It is our view that given the challenges facing the university system as a result of the state's ongoing fiscal situation, retaining an experienced, respected and extraordinarily knowledgeable leader at the helm is in the best interest of our students and our state. Recognizing Chancellor Carter's unwavering loyalty to the system, the Executive Committee voted to approve a retention award for the chancellor, to be carried out when we experienced better financial times ahead. Whether or not the Board will be able to follow through on that plan will depend upon the financial circumstances facing the system and the state. It should be noted that in fiscal year 2009, the university presidents and chancellor did not receive performance-based increases, by decision of the Board. In fiscal year 2010, the presidents and chancellor are again not receiving performance increases, for the second consecutive year. And to reiterate, Chancellor Carter has not received any money related to his decision not to accept the state's early retirement offer.

Karl J. Krapek, Chairman  
CSUS Board of Trustees

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<http://www.ctmirror.org/story/5928/scsu-exits-quickly-and-quietly>

<http://chronicle.com/article/Presidential-Retirement-or/65579/>

[infoweb@newsbank.com](mailto:infoweb@newsbank.com) [infoweb@newsbank.com]

SCSU Foundation board members resign over Norton dismissal

<http://www.courant.com/news/opinion/editorials/hc-digbrflet0521.art2may21,0,2810280.story>

May 24, 2010

Dear Members of Legislative Forum,

I am writing as a concerned faculty member at Southern Connecticut State University. During the past 8 months I have witnessed events on campus that I could have never imagined in my previous 15 years as faculty. During the fall of 2009 the campus environment was pleasant and upbeat. The new FYE was having a positive impact on student retention and success, faculty were looking forward to creating courses for the new Liberal Education Program, and the campus was generally in a positive upbeat mood. However, during the later part of the fall semester rumors began to circulate that the Chancellor was "out to get President Norton". She had just received a positive evaluation and campus support for her was strong. What would be the basis for the Chancellor to want to fire the President? In an attempt to prevent any potential action on this matter, the Faculty Senate wrote a letter of support for the President. Shortly after that letter was submitted, Dr. Norton announced she would be leaving SCSU. We now know she was fired by the Chancellor. Faculty, staff and students have asked the Chancellor and Chairman Krapek for their reasons for her firing. They have refused to respond to any questions.

During the Spring 2010 semester there has been a significant change in the campus environment. The optimism for the future of SCSU has been shadowed by a tenable sense of distrust, frustration and discouragement. Dean searches have been delayed and the new noncontinuation policy is making it difficult to find candidates who will accept the risk of being fired with 90 days notice with no reason or justification. The campus community has heard from System Office staff that the Chancellor does not like Southern, and that we are perceived as the "troubled" campus. When faculty have asked The Chancellor and Chairman Krapek what the basis for their dislike of SCSU is, the only response the Chancellor has made is that SCSU has a "lack of community". My discussions with faculty, staff and students do not support the Chancellor's claim.

Faculty at SCSU, care deeply about the future of our university. Many of us have committed our professional lives to SCSU. Administrators come and go, but faculty stay and build a university. At no other time in recent history have the faculty been so uneasy about the motivations and actions of the Chancellor and the Board. Such actions include the transfer of power from the Board to Chancellor, the manner in which the appointment of Dr. Battle as Interim President was made, and the arrogance, lack of respect and rudeness of the Chancellor and Chairman Krapek at April's BOT meeting. These actions have left faculty, staff and students distrustful, and lacking confidence in the governance of the Central Office and specifically the Chancellor and Chairman of the Board.

Last week, Dr. Battle began his role as Interim President. President Norton will be beginning her leave at the end of this week. For the next year we will have two presidents

Members of the Higher Education Committee:

Having taught at Southern Connecticut State University (SCSU) for 27 years I have developed a long range prospective on the outrageous growth of highly paid employees that has occurred in the central office for the Connecticut State University (CSU). This has greatly contributed to unnecessary and unwarranted centralization of power. In the my initial years of employment at SCSU, the CSU central office consisted of between 15 and 20 employees housed in a handful of modest offices located in a building at Central Connecticut State University. Now the CSU central office has over 70 employees in an elaborate building in Hartford.

When a person navigates the CSU website and finds a listing of senior personnel they will find titles like Chancellor, Vice Chancellor, Associate Chancellor and several Assistant Chancellors. In previous CSU administrations, the person in charge of the central office was a lead administrator making a salary similar to the presidents of the four campuses. Now we have a Chancellor making over \$400,000 per year when a typical campus president makes a very respectable salary of approximately \$280,000 per year. All of this expansion and growth in bureaucrats has occurred over a period of time there has been very little change in student enrollment.

A climate of financial irresponsibility has developed over the years which most recently manifested itself in the refusal by the Chairman of the BOT and the Chancellor to consider highly qualified internal candidates for the position of interim president at SCSU. Rather than paying a highly skilled internal candidate a salary adjustment (a common practice for interim appointments), the Chancellor ignored the wishes of faculty and brought in his former colleague—a judgment that has cost the taxpayers \$280,000.. This is a major example of what happens when too much power is concentrated in one person's hands. Appropriate discussion with the associated checks and balances does not occur under these circumstances.

Another example of financial irresponsibility is the BOT offering the Chancellor an \$82,500 retention bonus while hiking student tuition and increasing fees. The growth in bureaucracy has led to the central office making more disconnected decisions in Hartford rather than allowing them to be made on the local campuses where they belong. The campuses are faced with the possibility of losing their identity which is vital to the success of our students. Many of these students are nontraditional students who are the first in their family to attend college. Many of our students are working full time to finance their education and others are taking large loans which will take years to pay off. They need to feel they are a part of a local campus, not some major, distant, complex organization. These students certainly deserve better financial decision making. They certainly don't need power-hungry bureaucrats making decisions based on petty political squabbles without fully considering the financial ramifications on our students and the citizens of the state of Connecticut.

The solution is to drastically cut the number of high-priced bureaucrats in the central office starting with the executive level personnel. The Chancellor of the central office should be redefined as a system administrator making a more reasonable salary. This lead administrator-should be assisting the campuses and coordinating their common activities without trying to micromanage them and pass judgment on their Presidents.

John S. DaPonte, Ph. D.

Professor of Computer Science

Southern Connecticut State University

May 24, 2010

TO: Committee Members  
Higher Education Committee  
Invitational Informational Forum

FROM: Gary M. Crakes  
Professor of Economics  
Southern Connecticut State University

RE: Personnel Policies Related to the State University System

Thank you for providing a forum for discussion of the issues regarding the recent management practices of the Chancellor and Board of Trustees of the Connecticut State University System. As a 1975 graduate of Central Connecticut State University and faculty member at Southern Connecticut State University since 1980, I am proud to have been associated with the CSU System for nearly forty years. I am also concerned by the unprecedented mismanagement of CSU demonstrated by Chancellor David Carter and the Board of Trustees during the past few years.

I am confident that others will address the ongoing issues concerning the dismissal of Southern Connecticut State University President Cheryl Norton and the BOT's breach of its fiduciary duty as well as the suspect hiring of Stanley Battle as interim president and the payment of two presidential salaries. My intent is to identify a number of other personnel and budgetary issues that have up to this point received much less attention.

Upon his appointment as CSU Chancellor, David Carter's wife, Sandra Holley, was the Dean of Graduate Studies at Southern Connecticut State University. She has remained in that position until her retirement, which will occur in the next few weeks. However, Dr. Holley's continued service as a Dean at SCSU placed Cheryl Norton in the difficult position of serving as the supervisor of an administrator whose spouse was Dr. Norton's direct supervisor. It would seem that this arrangement deserved closer scrutiny, particularly now that we know that President Norton is the Chancellor's first presidential dismissal under suspect circumstances.

Chancellor Carter's personnel decisions at the System Office also deserve a closer look. Prior to his appointment as Chancellor, Dr. Carter served for many years as the President of Eastern Connecticut State University. Currently forty percent of the senior administrators at the CSU System Office were employees of Dr. Carter at ECSU, as was the newly appointed Interim President Battle at SCSU. Given that ECSU is the smallest

of the four CSU campuses, the suggestion of cronyism on the part of Dr. Carter is not unreasonable.

Currently, the State of Connecticut is confronting a pending major fiscal crisis. However, despite this crisis, the Connecticut State University System has over the past few months posted over seventy employment positions for faculty and administrators, including three Dean's positions at SCSU. A national search firm was retained at a cost of over \$100,000 to manage the search process for these Dean's positions. Each search committee conducted interviews at Bradley International Airport for six to eight applicants and then invited the final three candidates to campus. In addition, each of the approximately ten members of each of the three search committees was provided the opportunity for overnight accommodations at the hotel at Bradley for the one and a half day interview process. I was a member of the search committee for the Dean of the School of Business at SCSU and resigned as I became more aware of the financial mismanagement exhibited by the System Office. Ironically, as all of these expenditures were occurring, it was announced that our students are now going to have to pay five cents for each sheet of paper used for printing at the computer labs. All this and significant increases in tuition as well.

The composition of the Board of Trustees also deserves review. Three of the members of the BOT (Richard Balducci, John Doyle, and Ronald Pugliese) are all principals of the same government relations/lobbying firm, Doyle, D'Amore and Balducci. This arrangement requires further explanation.

Last December, I authored an op-ed piece in the Hartford Courant concerning the outrageous retention award Chancellor Carter had been granted by the Board of Trustees. Little did I know that this was simply the tip of the iceberg and a preview of coming attractions. At the conclusion of the op-ed, I raised the question of how Dr. Carter could continue as the Chancellor of the Connecticut State University given his obvious betrayal of the public trust. Further events of the past six months have magnified the importance of that question.

Chancellor David Carter and the members of the Board of Trustees have committed the cardinal sin of public service. They have forgotten whose dollars they are spending. The CSU System is not their own personal fiefdom. They are in fact spending the hard earned income of students, parents, and, most importantly, the taxpayers of the State of Connecticut. This sin is not one that deserves forgiveness. It is well past the time for the removal of the management of the Connecticut State University System as the result of its blatant fiscal irresponsibility.

Gary M. Crakes

## Shea, Michael H

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**From:** Timothy Parrish [tparrish@snet.net]  
**Sent:** Monday, May 24, 2010 10:40 AM  
**To:** Roberta Willis; Juan.Candelaria@cga.ct.gov; Anthony.Musto@cga.ct.gov; MaryAnnHandley@cga.ct.gov  
**Cc:** peter villano; martin.looney@cga.ct.gov; Johnson, Brian; Shea, Michael H  
**Subject:** Hearing on Chancellor Carter and BOT

Dear Legislators,

I am writing for two reasons. First, to thank you for taking seriously Chancellor Carter and the CSU BOT Executive Board's actions in relation to: 1) the gross misuse of funds through the payment of two presidents at Southern and the offer of a raise for the Chancellor, and 2) the BOT's actions in centralizing power with Chancellor Carter to a degree that has already had a chilling effect on remaining Southern administrators. Second, to plead with you to curtail the Chancellor's power and make it clear to the BOT that they are a governing body and not a body of functionaries.

I am a professor of sixteen years at Southern and the constituent of Representative Villano's who wrote him to express my alarm at all of the above, especially the inexplicable firing of one president and the payment of two presidents when students are suffering tuition raises and faculty and staff have agreed to pay cuts and changes in benefits. This makes no sense.

On top of all of this, President Battle is an overt crony of Chancellor Carter and has an administrative record that is highly dubious at best. It is indicative of Chancellor Carter's "leadership" style that he brought in a friend and former colleague without any consultation with faculty. Furthermore, he, Mr. Krapek and Mr. Trainor misrepresented President Norton's firing as a voluntary resignation, and I speculate, used her health condition as a means of leverage in making her accept a buy out. However, this issue is not about President Norton, with whom many faculty had their differences early in her tenure, but about the larger management style of the Chancellor.

Finally, many of us at Southern are worried that if strong measures are not taken against the Chancellor, he will seek, through President Battle, retribution against some at Southern, most particularly administrators whom he deems too faculty friendly. I believe we have ample evidence of his willingness to supplant quality people with his cronies for no good reason (see his administrative hirings of former colleagues at the CSU central office).

Unfortunately, I will not be at Wednesday's hearing because I will be in my home state of Louisiana participating in a benefit for fisherman affected by the oil spill. I would like you to know, though, that I am not a person who has been heavily involved in university or system politics until now. My reasons for involvement are clear from the above, but the main reason is I love Southern and it is thriving, even in these hard economic times. Our admissions standards are the highest they've ever been and our student retention rates are the highest they've ever been. New and old programs are flourishing because our faculty and administrative leadership are the strongest they've ever been. I hope you will support us in our continued efforts to make Southern a better and better university for the residents of Connecticut and beyond.

Again, thank you for your interest, your action and for your time!

Respectfully,  
Tim Parrish

Dear Representative Willis:

I am writing to you as the chair of the Higher Education Committee to protest the current work of the Board of Trustees of the CSU system. I am doing so on two grounds: first is the ease of spending on administrators, particularly those at the higher organizational levels; the second objection involves the increasing movement towards centralization of the CSU system, which ends up requiring expensive administrators, many of whom are not necessary for the system to function. I will expand on each point separately.

As you must know, the salary of the Chancellor and other top administrators in the system has increased at a vastly higher rate than the rate of inflation in the last few years in spite of the severe constriction of the system's budget. In addition, at SCSU, we now are paying for two presidents, both of whom are making in salary alone over \$250,000 per year (not including benefits). These phenomena are symptomatic of a Board that believes that overcompensation of executives is normal and doesn't need to be defended, a transfer of a business mentality to public higher education. In a time when faculty and staff have made wage concessions to help the system function and students face steeply increased tuition costs, it is wrong for executive salaries to expand exponentially (and this is without mentioning the recent bonus offered to Chancellor Carter). This mentality, which is detrimental to the system, assumes that executives need exorbitant salaries, even after they have been hired (where would Chancellor Carter go if he were not given enormous raises? And why pay an interim president who was apparently unemployed the same salary as a sitting president? Is Stanley Battle so exceptional that he needs almost \$300,000 per year? Would SCSU be that much worse off if he didn't come? Would it be that difficult to find someone to fill in at a much lower salary? And who negotiated such an awful deal for the system?). The main point is that the Board of Trustees seems to believe that executives are so important to the system that there needs to be no justification for their overcompensation. If there is trickle down of this effect to other, lower level executives, as I think there is, a great deal of money in the system that could be used for education is systematically being wasted by the Board.

On the second point: the belief that centralization will increase efficiency of the system is part of this problem. While smoothing out transfer issues within the system and with the community colleges makes sense, and while technology probably is most inexpensively managed through a central organizational structure, bureaucracies tend to enlarge themselves beyond need, creating a role for themselves where none need exist. The central office in the CSU system provides little educational value as far as I can see (and I have been a chair of two departments at Southern, a long time member of the strategic planning committee until very recently, and a chapter union president). The urge to centralize seems expensive and unproductive in many arenas, if not all. And again, the Board of Trustees seems to lack the vision and management skills to see that a confederation of universities, loosely organized, may be educationally more effective and less expensive than the dream of a lockstep system that requires an expensive bureaucracy (the central office) loaded with overcompensated administrators to run it.

We are in very tight budget times. Bureaucracy is expensive and often worthless, particularly as it becomes more abstracted from actual work that occurs in the classroom. Please try to address this.

This is not mere outrage or envy, but a rational indignation about a mentality that will harm the CSU system and its students, most of whom become or are residents, taxpayers and significant parts of the state workforce.

Steve Larocco

-----Original Message-----

From: Larocco, Steven M

Sent: Wednesday, May 12, 2010 10:15 AM

To: Joe.Mioli@cga.ct.gov; Juan.Candelaria@cga.ct.gov; Peter.Villano@cga.ct.gov; MaryAnn.Handley@cga.ct.gov; Roberta.Willis@cga.ct.gov

Cc: Peter.Villano@cga.ct.gov

Subject: CSU Board of Trustees Performance

Dear Representatives Willis, Handley, Villano, Mioli, and Candelaria:

I am writing a follow up email to the ones I sent each of you in the last few days. One reason is that I wanted to point out that the BOT has taken steps that work against the recruitment and retention of top quality chief executives for the CSU system. They seem to believe that salary is what will woo and retain chief executives, inflating salaries of top executives fairly dramatically over the past few years; however, I would guarantee that greater job security for the president's is more important in attracting top quality leaders. The BOT's recent decision to give the Chancellor the power to remove a President quickly and with no full Board hearing will stifle the ability of the system to recruit independent thinking "out of the box" leaders. I would strongly guess, if you polled the sitting presidents in the system, that each feels vulnerable and hemmed in by this new loss of job security. While Cheryl Norton in her recent dismissal was treated charitably (and expensively) by the BOT, the fact that she was forced out even with acceptable performance evaluations (at least the public ones) indicates that pleasing the Chancellor is the President's primary duty (as if the Chancellor is the university's only stakeholder). If you polled the other presidents and top executives in the universities, I think you will find that each fears for their job, not because of performance but because of the need to adhere to the Chancellor's dictates. This is not a healthy situation for thoughtful, creative administration.

Please, in your coming hearings, consider the overall structural shifts going on. Why vest the Chancellor with so much power, particularly when the BOT felt the need to offer him \$82,000 to retain him (to ostensibly to keep him from retiring)? Why make a structural change which seems designed only to fit the managerial style of one person and which may really inhibit the recruiting of future top administrators?

Could you please address this? I live in Westport (Rep. Mioli's district), but the CSU system obviously affects many, many constituents in each of your districts. Connecticut needs this system to perform well, both now and in the long future. The BOT needs to think about the long future and not just the present with Chancellor Carter, who is not part of the long future of the system.

Steve Larocco  
Professor of English  
SCSU

**From:** Wes O'Brien [mailto:wesobrien@comcast.net]  
**Sent:** Friday, April 30, 2010 2:17 PM  
**To:** Sen. Fasano, Len  
**Subject:** Concerns at SCSU

Hello Len

By way of introduction, I expect you recall my wife Deborah Ward-O'Brien more clearly than you will me, but we have met a few times, and I was recently elected to serve on North Haven's BOE.

I am writing to apprise you of my concerns about recent events regarding the governance of the Connecticut State University System and specifically of Southern Connecticut State University. These concerns involve the role of Chancellor David Carter and the CSU Board of Trustees. Perhaps you are aware that Southern's President Cheryl Norton recently resigned—a resignation that was essentially a response to non-renewal by Chancellor Carter, which was effected without a vote by the CSU Board of Trustees. The reasons for the non-renewal have not been disclosed despite frequent request from our Faculty Senate, Student Government, and AAUP leadership; and the resignation of this popular president was surprisingly abrupt.

While I am unable to point to a smoking gun here, I believe that the series of events that precede and follow the firing are significant enough to warrant support for your colleague State Representative Peter Villano's call for hearings by the House Higher Education Committee. A brief summary of the events to which I refer follows:

- President Norton passes her annual review by the CSU Board of Trustees.
- The CSU Board of Trustees grants Chancellor Carter the power to refuse to renew a President of the Connecticut University System without BOT approval, without the need to disclose the reasons and with only three months notice.
- President Norton is not renewed and agrees to a 6-month sabbatical leave for which she receives a full year's salary of nearly \$300,000.00.
- Chancellor Carter appoints a former colleague Stanley Battle as interim president, also at a salary of nearly \$300,000.00. (In addition to Dr. Battle, Chancellor Carter now has three former colleagues working in the CSU System office).

It is important to note that in the midst of the current fiscal crises, at a time when CSU faculty have agreed to a year's pay freeze and 4 unpaid furlough days, and as our students endure a tuition hike, the BOT is paying the salary of an "extra" president without responding appropriately to a series of letters from the SCSU Faculty Senate requesting clarifying reasons for the dismissal, justification for the transfer of responsibility to the Chancellor, while summarily dismissing the request that an interim president be appointed from within the University. Of further concern is the dismissive treatment the BOT Chair Karl Krapek offered to students and faculty who asked for clarification at the recent meeting of the Board at SCSU. As a member of SCSU's Faculty Senate, Chairperson of the Faculty Senate Rules Committee, and as a member of the Faculty Senate Executive Committee I have had opportunity to work closely and often with President Norton. I can say with some authority that her

accomplishments, her willingness to work with faculty and (more importantly) students, and her success in moving SCSU in positive directions has been admirable. I am sorry to see her go. I want to make clear that I am not seeking to vilify the Chancellor or the BOT Chairperson. I expect that their intentions are, from their perspective, good ones. But such secrecy creates an unhealthy vacuum that gives space to rumors and resentment. This is why I hope you will do whatever you are able to support a hearing. In the world of academia, transparency is essential—it is a right that we need to extend to our students as well as the taxpayers who support us. Finally, I want to thank you for taking the time to plow through this lengthy email. I am adding links to three recent articles that address the issue, and I hope you can take the time to read them.

Best regards

Wes

Wesley O'Brien, Ph.D.  
Associate Professor  
Media Studies Department  
Southern Connecticut State University  
New Haven, CT 06515  
203-392-5884

From the *New Haven Register*:

<http://www.nhregister.com/articles/2010/04/25/opinion/doc4bd393bba40e3645533204.txt>

From the *Connecticut Mirror*:

<http://www.ctmirror.org/story/5557/norton-resignation-raises-questions-41910>

From *Inside Higher Ed*

<http://www.insidehighered.com/news/2010/04/30/connecticut>

**Shea, Michael H**

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**From:** Larocco, Steven M  
**Sent:** Wednesday, May 19, 2010 10:40 AM  
**To:** Shea, Michael H  
**Subject:** FW: Interim appointment of President at SCSU  
**Attachments:** Larocco - Letter 040610-1.pdf

Dear Mr. Kavalier:

Could you please convey to Chancellor Carter and the Board of Trustees that appointing a president without faculty input violates the principles of shared governance and seems aggressively disrespectful to faculty. This is not a good way for a new administrator to begin, nor a good symbolic gesture by the Chancellor. Disrespect often gets disrespect back, and in tight fiscal times, antagonism between faculty and the Chancellor is not at all helpful.

I would email the Chancellor myself, but I can't find his email address on the website. Would you provide it for me please?

Steve Larocco  
Department of English  
Southern Connecticut State University



# Connecticut State University System

39 Woodland Street ■ Hartford, CT 06105-2337 ■ 860-493-0000 ■ [www.ctstateu.edu](http://www.ctstateu.edu)

April 6, 2010

Dr. Steven M. Larocco  
Department of English  
Southern Connecticut State University  
501 Crescent Street  
New Haven, Connecticut 06515

Dear Professor Larocco:

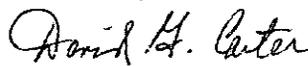
Mr. Bernard Kavalier, Assistant Vice Chancellor for Public Affairs, conveyed your e-mailed dated April 1, 2010 to me regarding the appointment of the interim President of Southern Connecticut State University. The identification and appointment of an interim president for Southern were conducted in the same manner that the most recent appointments of interim presidents for Central and Eastern were processed by former Chancellor Cibes. The process outlined in the applicable Board of Trustees policies was followed without exception.

I disagree with your characterization that this process was conducted in a manner that was "aggressively disrespectful to faculty." Further, I am concerned about the implicit threat you included in your e-mail. I am fully aware of and respect the tenets of shared governance and the roles each of us plays within such a culture. I must admit that I believe you have indicated by your e-mail a fundamental misunderstanding of such. There are certain functions that remain within the exclusive purview of the faculty, administration, and/or the Board of Trustees despite this culture. The determination of who shall be appointed interim president is within the assigned duties and responsibilities of the Chancellor just as the grade you give a student is exclusively within your purview as a faculty member. I remind you that this is an interim appointment and not the permanent appointment.

As you may be aware, Board policies set forth the process for the appointment of the permanent president. The Board of Trustees makes such appointment following an elaborate search process that includes input from appropriate parties, including but not limited to the faculty. When this search commences, there will be meaningful opportunities for members of the entire University community to provide input to the Board. In fact, the need for an interim appointment was identified because, after careful consideration, it was determined that a search for a permanent president could not be conducted during the remainder of the 2009-10 academic year since there would not be sufficient time to allow for such meaningful input from faculty, staff, and student members of the University community.

Thank you for your e-mail. It is my hope and expectation that you will work closely with the interim president and your colleagues throughout the University to move Southern forward.

Sincerely,

  
David G. Carter  
Chancellor

DGC/

## Shea, Michael H

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**From:** Larocco, Steven M  
**Sent:** Wednesday, May 19, 2010 10:38 AM  
**To:** Shea, Michael H  
**Subject:** FW: the Chancellor

Dear Chancellor Carter:

I appreciate you taking the time to respond to my concerns about how the appointment of the interim President was conducted. I also appreciate your statement of support for the principles of shared governance.

I do, however, disagree with your understanding of those principles. Shared governance involves a spirit as well as a letter, so while the appointment of an interim president is within the purview of the Chancellor (and the BOT), for a Chancellor to make that decision without consultation or input from the faculty of the affected campus violates the spirit of shared governance. Shared governance's major underlying principle is that talk and consultation are likely to lead to mutual respect and cooperation between faculty union members and the administration. Shared governance also argues that while power is not distributed equally, it is allocated strategically and equitably and is, predominantly, shared (both in terms of procedures and roles). To appoint the interim President without consultation of the faculty at Southern suggests that the feedback or concerns of that faculty are either insignificant or irrelevant. That, in my opinion, is disrespectful. Even if consultation in this situation is not contractually mandated, the spirit of shared governance would suggest it is nonetheless important, and I would argue necessary. Denying that significance by ignoring the value of faculty consultation on such an important matter is of concern.

My real worry, as you may know if you read my editorial in the Courant in early January, is the consolidation of power in your office. I worry that the CSU system is moving in the direction of a top-down model of governance in which the central office attempts to dictate to the campuses and faculty the structures of education. I hope this fear is unfounded, but I tend to believe it isn't. A top-down model would violate the principles of shared governance. I will fight against such a model for as long as I am a faculty member. I would vastly prefer never to have to be in that fight.

SCSU-AAUP will not attempt to take any concerns about process out on Dr. Battle. Dr. Uchenna Nwachuku, the current chapter president, has already sent Dr. Battle a letter welcoming him to campus. That welcome doesn't mean, however, that the union will accept a shift in power to the central office. Though I am not currently on the the executive committee of the union, and therefore have no authority to represent its views or opinions, I myself would agitate for action if a top-down management model seems to be encroaching on respectful cooperation between faculty and administration.

I appreciate that you will encourage input from faculty and other campus constituencies in the search for a new president for SCSU. In such tight fiscal times, finding a leader who will be effective as a collaborative leader on campus and a successful advocate for the university in the public sphere is crucial. I hope the BOT sees the input and the entire process as collaborative rather than as informational; that is, I hope the process feeds into a collaborative rather than an executive decision. Would you agree to that?

Given problems of funding, it is crucial for the central office, the administrations on the four campuses and the faculty to work collaboratively to advocate for the merits of spending scarce state dollars on higher education. Ethically and strategically, this is not the time to engage in an antagonistic skirmish over shared governance. Let's really collaborate, which means a sharing of ideas and power, in order to move SCSU and the entire CSU system forward.

Sincerely,

Steve Larocco  
Professor of English  
SCSU

When one reflects on recent the decision by the Board of Trustees of the Connecticut State University System to give Chancellor David Carter an \$80,000 retention bonus, an easy thought arises—this is simply business as usual. But as with recent fiascos on Wall Street, what we have here is a too cozy relationship between overseers and chief executives.

There is also a larger and more dangerous problem for the CSU system. At the same meeting in which the Trustees voted Carter his whopping bonus, they also voted to give him (and themselves) more streamlined power to fire each of the separate university presidents. This action caps a trend of changes that began in 2006: formerly, the presidents had one year to continue employment if judged to have performed poorly; now each would get only three months, and the main basis for the decision to fire would simply be the chancellor's judgment.

Why is this change a problem? The reason is that universities are not businesses. Universities have a different social purpose and aim, which is not to make products but to produce citizens, fully democratic citizens. Ideally, a university provides students with an environment of free debate, in which diverse ideas are submitted to reasoned argument. Unlike business speech, university discourse is supposed to be challenging, unruly, sometimes offensive, and antagonistic. Such discourse can only thrive in a place where new thinking is encouraged and promoted through rigorous exchange.

Universities need presidents who themselves value such discourse—who think, probe, challenge, and engage in the vibrant public talk that makes universities places of intellectual freedom and independence.

The vote by the Board of Trustees to make CSU presidents something akin to employees at will of the Chancellor threatens the university as a place of intellectual freedom. Like the faculty who teach, university presidents need some protection to speak openly and without fear of retaliation in order to lead an intellectually alive university. As with professors who need academic freedom to question the status quo, presidents need protection from political and administrative pressure in order to lead creatively.

This way of thinking about leadership is not, of course, typical in business, where leaders want everyone to be on the same page. To achieve this, businesses often think they need a fairly rigid structure with power concentrated in the chief executive. The executive is then seen as the chief factor in the organization's success; as a consequence, compensation can become outlandish. One can see this model in the BOT's retention bonus for Chancellor Carter and its decision to allow him to treat university presidents as employees at will.

The problem with this decision is twofold: first, it will be difficult to hire visionary, or even independent-minded presidents if their condition of employment is to toe the line with the Chancellor; second, it suggests that what is important in a university is its chief administrator, not its faculty or students. Remember, faculty this year in the CSU system took a pay cut and students got a tuition increase. Money defines value, and for the Board of Trustees, the people who actually do education—professors and students—both have to make fairly large economic sacrifices, while the Chancellor is seen to be so valuable that he needs the equivalent pay increase of a full professor's yearly salary in order to stay. This may make sense in terms of a business model, but in a university system that already has too few professors and economically stretched students, it seems like a mistaken priority—too much like business as usual.