



Cornell University

Ithaca, New York 14853

October 25, 1985

Memorandum

TO: Kevin Saunders  
FROM: Richard Cogger  
RE: Continued Employment

Handwritten initials 'ML' in black ink, positioned to the right of the 'FROM' line.

I'm happy to confirm our discussions as follows:

Effective November 12, 1985 we are appointing you as a "casual" employee through June 30, 1986. As such, you may not work more than 19 hours during any pay-week. Also, if funding within Cornell Computer Services should become a problem, we might have to end this arrangement sooner, but I will see that you get several weeks notice in such a case.

I'd like to note that your work seems to be coming along nicely, and as a minor recognition of it, your pay rate is being increased to \$8.50/hour.



# Cornell University

Ithaca, New York 14853

Computer Services  
223 Day Hall

June 15, 1987

## MEMORANDUM

TO: Kevin Saunders

FROM: K. M. King *K.M. King*

SUBJECT: Annual Salary

I am pleased to inform you that effective July 2, 1987, your annual salary will be increased from \$15,809 to \$16,662. This increase will appear in your July 18th paycheck. ~~15,809~~ *16,128* *16,995*

I want to take this opportunity to thank you for your efforts this past year. We have made notable progress on all fronts, particularly in supercomputing, microcomputing, networking, and in the implementation of state of the art administrative systems. Cornell enjoys a national reputation for excellence in computing. I greatly appreciate your contributions toward achieving this status.

KMK/cmw

cc: John Rudan  
Richard Cogger  
File



Cornell University

Ithaca, New York 14853

Computer Services  
*Network Planning and Development*  
192 Caldwell Hall

June 14, 1988

**Memorandum**

To: Kevin Saunders  
From: Richard Cogger  
Subject: Annual Salary

I am pleased to inform you that your annual salary for the next fiscal year will be increased from \$24,744 to \$25,700. This increase will appear in your July 14th paycheck.

3.8%  
8.2%

23,744 — 25,700

Please accept my thanks for your efforts in the past year. During this time, the network facilities we've worked on for several years have finally begun to be deployed on the campus, and many people are now showing a new respect for the technology developed in our group. While the perceptions of users are important, even crucial, I want you to know that I appreciate also the technical quality of the work you do. Your efforts have made a major contribution to the success we've been able to achieve.

Beyond these results, I believe the coming year offers many opportunities for challenging and interesting work in our area which, besides being technically rewarding, hold the prospect of making a real difference at Cornell.



# Cornell University

---

## CORNELL INFORMATION TECHNOLOGIES

### DIVISION OF NETWORK RESOURCES

ASSISTANT DIRECTOR FOR:  
TECHNOLOGIES AND STANDARDS  
NETWORK SYSTEM SERVICES

192 Caldwell Hall  
Ithaca, N. Y. 14853

#### Memorandum

Date: June 6, 1989  
To: Kevin Saunders  
From: Richard Cogger  
Subject: Annual Salary

ML

I am pleased to inform you that your annual salary for the next fiscal year will be increased from \$25,700 to \$26,700. This increase will take effect June 29th and appear in your July 13th paycheck.

Please accept my thanks for your efforts during the past year. The technology developed in our group is now well on the way to becoming the prevalent means of computer communications on campus. While this expanding use brings its own problems and demands, the reward of seeing Cornell benefit from the work we do is what fundamentally makes the effort worthwhile.

With the expansion in staffing and responsibilities for the group, the changing organization of CIT, and the rapid pace of technological evolution, I believe the coming year will challenge us all and present many opportunities for interesting work in an area vital to the future of the University.



Cornell University

Ithaca, New York 14853

6/19/89

Dear Kevin,

Your 1989-1990 salary will be \$26,700, which represents a \$1,000 (3.89%) increase. I'm sure that Dick Cogger and the rest of CIT Management appreciate your efforts over the past year.

This has been a year of reorganization and redirection for CIT, especially in the area of networking. I expect the next year to be a very exciting one, with more and more people coming into direct, daily contact with the projects you and the rest of Dick's group have been working on. You have my best wishes for continued success!

Sincerely,  
Gene Brown



Cornell Information Technologies  
Network Resources Division  
155 Caldwell Hall

Date: Monday, June 11, 1990  
To: Kevin Saunders  
From: H. David Lambert *HDL*  
Subject: SIP increase for 1990-1990

On Friday, we received notice that the Board of Trustees has formally approved the 1990-1991 budget. Since Dick is out of town this week, he asked me to pass along the resulting information to you. On his return, he will issue a more formal letter and schedule personnel reviews that have not yet been completed.

SIP increases will become effective on June 28, 1990. Therefore, the increase will appear on the July 12 paycheck for exempt staff.

For the fiscal year 1990-1991, your annual salary has been set at \$ 27,768.



Date: Friday, June 7, 1991  
To: Kevin Saunders  
From: Richard Cogger  
Subject: Annual Salary

ML

Please excuse my use of a form letter to inform you of your salary increase this year. I felt you would rather have the information quickly; I'll try to have a more individualized letter out soon.

Your salary will be raised from \$16,514 to \$17,175, effective June 27, 1991; the increase will appear in your July 11 paycheck.

Please accept my thanks for your efforts and your accomplishments; they have been excellent. What you have done in the past year has made a real contribution to networking at Cornell. I consider myself exceedingly fortunate to be in a position to say that to every member of my staff; also, and particularly for those of you new to the group, please take it as a confident prediction for the coming year.

Of course, as always, there is too little to adequately reward everyone, especially given a group of such high achievers. The total pool was 5%, so I used 4% as the standard in order to have a small amount to allocate to those I judged to have done the most. Of course, a percentage point more or less does not represent a great deal of money, so the result is primarily symbolic. As in the past, recognition of major growth or increase in level of responsibility will have to be accomplished apart from the annual SIP increase.

So again, thank you for all your hard work. I'm sure the coming year will be full of opportunities and challenges; I look forward to working with you.



Date: June 15, 1992  
To: Kevin Saunders  
From: Richard Cogger  
Subject: Annual Salary

Once again, please excuse my use of a form letter to inform you of your salary increase this year. As it happens, I'm fully scheduled for the next few days, and I felt you would rather have the information immediately.

Your salary will be raised from \$17,175 to \$17,690, for the year starting in July.

For each of you who has worked for me during the past year, please accept my thanks for your efforts and your accomplishments; you've all done a lot of high quality work. For those of you who have moved to other groups, my best wishes: your new managers are fortunate to have you on their staffs.

As in recent years, there is far too little to adequately reward everyone, especially given a group of such high achievers. The pool given Assistant Director's to allocate was 3.75%, so it was impossible to do much for anyone. Ideally, the annual raise recognizes differential levels of performance, makes progress against any historical inequities, and keeps everyone somewhat in pace against inflation. No one wants high inflation, but the difficulties of working with a small pool are apparent. Obviously, a fraction of a percentage point more or less does not represent a great deal of money, so the result is at best symbolic. As in the past, recognition of major growth or increase in level of responsibility will have to be accomplished apart from the annual SIP increase.

So again, thank you for all your hard work. I'm sure the coming year will be full of opportunities and challenges; I look forward to working with you.