

October 20, 2026

Ricardo Salazar-Rey
Associate Professor (Stamford Campus)
Department of History
College of Liberal Arts & Science

Re: Notice of Termination

Dear Professor Salazar-Rey:

By letter dated August 28, 2026, Associate Dean Manuela Wagner and Stamford Campus Dean Jennifer Orlikoff initiated the process to take significant disciplinary action against you, up to and including termination of your employment. On September 1, 2026, your union representative, David Amdur, Associate Director, UConn-AAUP, requested a hearing in accordance with Article 27(B)(1) of the UConn-AAUP collective bargaining agreement (“CBA”). On September 16, 2026, the hearing took place where you were represented by Mr. Amdur. On October 2, 2026, Associate Dean Wagner and Dean Orlikoff issued a letter recommending termination, which Mr. Amdur appealed the same day pursuant to Article 27(B)(3) of the CBA. On October 16, 2026, the hearing took place before me. ^[1]

Based upon my review of the evidence, your response at the appeal hearing, and extensive consideration, I find that your actions violated University policies, including the Policy Against Discrimination, Harassment, and Related Interpersonal Violence (“Policy Against Discrimination”), the General Rules of Conduct, and the Code of Conduct. I also find that your conduct in this matter and your disciplinary record constitutes just cause for termination of your University employment. ^[2]

¹ Prior to the September 16, 2026 hearing, Mr. Amdur requested that the hearing transition from in-person (as it was scheduled) to remote because you were in California. The University objected because you were on paid administrative leave and were expected to be available for University business, including in-person hearings; but it agreed to hold a remote hearing to prevent delays while reserving the right to address your failure to appear in-person. The Union also requested to hold the October 16, 2026 hearing remotely, and the University raised the same objections to a remote hearing but again agreed to the request to prevent delays.

² You have been previously disciplined for the same or similar conduct. On March 26, 2020, you were issued a Letter of Reprimand for inappropriate interactions you had with an undergraduate student and for engaging in student privacy (FERPA) violations. On March 8, 2023, you were issued a 15-day suspension for engaging in the pursuit of an amorous relationship with an undergraduate student.

This action is based on the results of an investigation by the Office of Inclusion and Civil Rights (“OICR”) that were issued in the OICR Case No. 26-0064 report dated August 13, 2026. You were interviewed as part of this investigation, and during the investigation, you were represented by Mr. Amdur. The OICR report is thorough. I will not repeat its findings here at length, and instead, will provide a summary. The OICR investigation found that between February 12, 2026 and April 18, 2026, you engaged in frequent and sustained communications with an undergraduate student that extended beyond academic or course-related topics that included your personal life, relationships, trust, love, happiness, disappointment, and your shared desire for a partner and family; and you shared with the student music and other digital content reflecting similar themes. OICR determined that your communications became unwelcome as they grew in frequency and became increasingly personal and romantic in nature. It further found that your conduct in the frequency, tone, content, faculty-student power dynamic, and resulting impact on the student, was sufficiently pervasive to interfere with the student’s educational environment and constituted hostile environment sexual harassment. Article 27(A) of the CBA provides that just cause for discipline includes, but is not limited to, sexual harassment, serious misconduct, or other conduct which impairs the rights of faculty, students, employees or others who are engaged with the University in its business or operations.

At the October 16, 2026 hearing, you acknowledged that your behavior was not an isolated incident, but rather a pattern of behavior, and you accepted full responsibility for your actions. You explained that your conduct was driven, in part, by personal and family challenges, including difficulties arising from the sale of your family farm in Guatemala and concerns regarding your parents. You further acknowledged that, when confronted with difficult personal circumstances, you improperly sought emotional support and personal connections within the UConn community and recognized the need to establish relationships and support networks outside of the University.

Notwithstanding these acknowledgments, you continued to dispute the findings of the OICR, despite admitting that you engaged in numerous communications with the student. Specifically, you maintained that your conduct was not inappropriate because you did not intend to pursue a romantic relationship or become the student's boyfriend. This response demonstrates a continued failure to fully appreciate the nature and seriousness of the misconduct and the professional boundaries required of faculty.

Moreover, when given the opportunity to explain why the University should have confidence that similar conduct would not occur in the future, you were unable to provide meaningful assurances. Instead, you stated that your son had helped you address some of your personal challenges and that you intended to develop relationships outside the University, dedicate time to social and

emotional support networks, and avoid turning to members of the University community for support when personal difficulties arise. While these statements reflect an acknowledgment that changes are necessary, they do not identify any concrete safeguards, corrective measures, or accountability mechanisms sufficient to ensure that similar misconduct would not recur. As a result, you failed to provide the University with a reasonable basis to conclude that you can be trusted to maintain appropriate professional boundaries going forward.

I agree with the OICR findings and Associate Dean Wagner and Dean Orlikoff's recommendation. In reaching this determination, I have carefully considered your disciplinary history, including prior findings involving the same or substantially similar conduct. The recurrence of this misconduct, notwithstanding prior intervention and corrective action, raises significant concerns regarding your judgment and ability to conform your behavior to the University's expectations.

For any and all of the foregoing reasons, dismissal is warranted and your employment is terminated effective immediately. Subject to the approval and participation of the UConn-AAUP, the termination of your employment may be appealed to arbitration on the merits pursuant to Articles 10 and 27(B)(4) of the CBA. With respect to Article 27(B) of the CBA, your dismissal is for serious misconduct. Therefore, you are not eligible for salary or benefit continuation. Your health benefits will terminate effective November 1, 2026. Any benefits related questions may be directed to Human Resources at hr@uconn.edu or (860) 486-3034.

Please contact Dean Orlikoff's office immediately to arrange for the retrieval of any personal property that you may still have on campus and to return any remaining University equipment that is in your possession.

Sincerely,



Amy Gorin
Senior Vice Provost

cc: Pamir Alpay, Provost
Alison Cutler, Labor Relations Manager
David Amdur, Associate Director, UConn-AAUP
Personnel File