

June 10, 1996

Memorandum For: Commissioner Dicus

From: Anthony W. Markley

Subject: COURTESY VISIT BY NORTHEAST UTILITIES, INC. -
BERNARD M. FOX, PRESIDENT AND CHIEF EXECUTIVE
OFFICER

Discussion:

You will be visiting with Mr. Bernard M. Fox, President and Chief Executive Officer, Mr. Ted Feigenbaum, Executive Vice President and Chief Nuclear Officer, Northeast Utilities, Inc. and Mr. Bob Bush, President, Energy Resources Group, Northeast Utilities, Inc. at 1:00 PM on Tuesday, June 11, 1996. Their resumes are in the briefing package.

The resume of Elizabeth T. Kennan was also attached to the resumes faxed. She is on the board of directors. It appeared as though she would also be attending.

Northeast Utilities operates four nuclear sites, Millstone Point Unit 1 (BWR-3), 2 (CE-PWR), and 3 (W-PWR), and Hadam Neck (W-PWR). The Millstone units are currently shutdown associated with NRC request due to licensing, technical, and management concerns. The Hadam Neck unit is still operating. The concerns at the Hadam Neck facility do not appear as pernicious as those at Millstone Point.

Focus of Visit:

- Introductions and Discussion of Millstone Point and Hadam Neck issues.

Potential NRC Topics of Interest:

- Management breakdown of safety culture at Millstone
 - ▶ Failures to resolve equipment and engineering problems
 - ▶ Failure of Plant Review Board (safety review board)
- Licensing program breakdowns at Northeast Utilities
- Harassment and intimidation issues
- Get Well Program

(Note: From an ongoing enforcement perspective, you may only be able to discuss some issues in very generic terms. It will be interesting to elicit their perspective on the problems and to discern their level of concerns for making substantive improvements.)

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FAX MESSAGE

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c/o Donna Smith			

From: Jay M. Gutierrez

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Time Sent:

Date Sent: June 6, 1996

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Comments:

A/11



**Northeast
Utilities System**

Northeast Utilities Service Company
P.O. Box 270
Hartford, Connecticut 06141-0270

People Profile

BERNARD M. FOX



Bernard M. Fox is chairman, president, and chief executive officer of the Northeast Utilities system (NU).*

He is also a trustee of NU and president and chief executive officer and a director of the Connecticut Yankee Atomic Power Company.

Born in New York City, *Fox* was graduated from Regis High School in 1959, Manhattan College in 1963 with a bachelor of science degree in electrical engineering, and in 1964 from Rensselaer Polytechnic Institute with a master's degree in the same discipline. In 1979, *Fox* completed the Program for Management Development at the Harvard Business School. In 1982, he completed a special program of study in auditing, legal affairs and financing activities, including a three-month assignment with Morgan Stanley and Company in New York City.

Fox joined The Hartford Electric Light Company (HELCO) in 1964 as a cadet engineer. In 1966, after HELCO had become a subsidiary of NU, he was named an engineer in NU's System Planning Department, and senior engineer in 1971. He transferred to the utility's Nuclear Engineering and Operations group in 1973. In 1979, he was appointed system director—Engineering Management Services, and system director—Transmission Engineering and Construction in 1980. He was appointed to the post of vice president and general manager—Gas in 1981 and was elected to the position of vice president and chief financial officer in 1983. In 1986 he was elected executive vice president and chief operating and financial officer. In 1987 he became president and chief operating and financial officer, and relinquished the position of chief financial officer in 1990. In 1993, he was elected president and chief executive officer, and he assumed his present position in 1995.

Fox serves on the board of directors of Fleet Financial Group, Dexter Corporation, the Connecticut Business and Industry Association, the Institute of Nuclear Power Operations, CIGNA Corporation, The Institute of Living, and Hartford Hospital. In addition, he is a member of The Mount Holyoke College Board of Trustees. *Fox* also serves on the Edison Electric Institute Board of Directors.

Fox also is a member of the American Cancer Society Greater Hartford Region's Corporate Advisory Council, a trustee of the Hartford Courant Foundation, a member of The Nature Conservancy Campaign Council, and a member of the business committee of Connecticut Association for Human Services.

He is a senior member of the Institute of Electrical and Electronics Engineers (IEEE) and has held a number of IEEE state and national offices. In addition, he served as chairman of the Connecticut Valley Girl Scout Council 1995 Woman of Merit Dinner, chairman of Leadership Greater Hartford from 1988-91, chairman of the Connecticut Special Olympics Hartford Corporate Advisory Committee from 1988-91, chairman of the 1992 United Way of the Capital Area Campaign, and is past chairman of the Open Hearth Capital Campaign. He is a fellow and founder of the American Leadership Forum and has taught graduate courses in electrical power systems analysis and related fields as an adjunct professor at the University of Connecticut.

NU is a registered holding company formed in 1966 whose principal operating company subsidiaries are The Connecticut Light and Power Company, Holyoke Water Power Company, Public Service Company of New Hampshire, and Western Massachusetts Electric Company, and whose principal nonoperating subsidiaries are North Atlantic Energy Corporation, North Atlantic Energy Service Corporation, Northeast Nuclear Energy Company, and Northeast Utilities Service Company. In addition, Charter Oak Energy, Inc., and HEC Inc., are NU's nonutility subsidiaries.

March 1996



**Northeast
Utilities System**

Northeast Utilities Service Company
P.O. Box 270
Hartford, Connecticut 06141-0270

People Profile

TED C. FEIGENBAUM



Ted C. Feigenbaum is executive vice president and chief nuclear officer for the Northeast Utilities system (NU).^{*} *Feigenbaum* has overall responsibility for NU's nuclear program.

Feigenbaum is a native of New York City. He received a bachelor of engineering degree in mechanical engineering from The City College of New York in 1972 and is a registered professional engineer. In 1994, he completed the Advanced Management Program at Harvard University Graduate School of Business Administration.

After graduation, *Feigenbaum* was employed for six years by Stone & Webster Engineering Corporation of Boston, Massachusetts, where he was a lead mechanical engineer on several utility power projects. He was then employed for eight years by Ebasco Services, Inc., of New York City, where he was a project engineer during the design, construction, and operation phases of the St. Lucie Nuclear Power Station in Florida.

Feigenbaum has worked at Seabrook since 1984 and joined New Hampshire Yankee (NHY) in 1986. During the following six years, he was responsible for the Seabrook Station's design, engineering, construction, licensing, and start-up activities. He became senior vice president and chief operating officer of NHY in 1989, and he was elected president and chief executive officer in 1990. He assumed the position of chief nuclear officer for North Atlantic in June 1992, and became executive vice president and chief nuclear officer for NU's nuclear program in 1996.

Feigenbaum is a member of the American Nuclear Society and is active in many civic and cultural organizations in New England.

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People Profile

ROBERT E. BUSCH



Robert E. Busch is president of the Energy Resources Group for the Northeast Utilities system (NU).^{*} He has overall responsibility for the company's nuclear and fossil/hydro operations and wholesale marketing.

Busch is a native of Cleveland, Ohio. He was graduated from Case Institute of Technology in 1968 with a bachelor of science degree in engineering. He earned a master of science degree in engineering from Rensselaer Polytechnic Institute in 1971 and a master of business administration degree, summa cum laude, from Northeastern University in 1981.

Prior to beginning his NU career, **Busch** worked on the Apollo Program and on research for the U.S. Navy in antisubmarine warfare. He joined NU in 1974 as a cost and schedule engineer and held various positions in the cost and scheduling area. In 1980 he became chief of cost and schedule control. In 1981 he became project manager of the Millstone Nuclear Power Station Unit 3 and brought the unit to completion. In 1986 he was named director—Special Financial Projects. In that capacity, he had a period of extensive training in corporate legal matters by Day, Berry & Howard, regulated utility accounting by Arthur Andersen & Co., and a four-month internship in public utility financing at Morgan Stanley & Company, Inc., of New York City, as well as completion of the Harvard Graduate School of Business Administration Program for Management Development. He was elected senior vice president in 1987 and, in 1990, was given the additional responsibility of chief financial officer. He was elected executive vice president in 1992, and he assumed his current position in January 1994.

He is on the board of directors of the Nuclear Energy Institute and board of regents of the University of Hartford. He is a director of Connecticut Special Olympics. He is also a senior fellow of the American Leadership Forum, and a former member of the American Nuclear Society, from which he received a Certificate of Governance for his performance as chairman of the Connecticut chapter. He has received the Wall Street Journal Award for academic excellence in business education and has been elected to several honorary societies: Eta Kappa NU (for electrical engineering), Beta Gamma Sigma (for business) and Phi Kappa Phi (for academic performance).

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ELIZABETH T. KENNAN
 Spring Hill Farm; Town Highway 40
 South Woodstock, VT 05071
 Telephone: (802) 457-3845

EDUCATION

1962-1966 Ph.D., University of Washington, Seattle, Washington
 1960-1962 M.A., Oxon, St. Hilda's College, Oxford University, England
 1956-1960 A.B., summa cum laude, Mount Holyoke College, South Hadley, Massachusetts
 1953-1956 Westfield Senior High School, Westfield, New Jersey

ACADEMIC DISTINCTIONS AND FELLOWSHIPS

1992 Doctor of Humanities, University of Hartford (Honorary)
 1988 Doctor of Letters, University of Massachusetts at Amherst, Massachusetts
 1985 Doctor of Letters, Catholic University of America, Washington, D.C.
 1984 Doctor of Laws, Smith College, Northampton, Massachusetts
 1983 Doctor of Humane Letters, Oberlin College, Oberlin, Ohio
 1982 Doctor of Humane Letters, St. Mary's College, Notre Dame, Indiana
 1980 Doctor of Humane Letters, Amherst College, Amherst, Massachusetts
 1978 Doctor of Humane Letters, Trinity College, Washington, D.C.
 1977 Catholic University of America, "Teacher of the Year"
 1960 Marshall Scholarship
 Woodrow Wilson Fellowship (Honorary)

EMPLOYMENT

1995 President Emeritus, Mount Holyoke College, South Hadley, Massachusetts
 1978-1995 President, Mount Holyoke College and Professor of History, South Hadley, Massachusetts
 1985-1994 President, Five Colleges Incorporated
 1970-1978 Associate Professor of History;
 Director, Medieval and Byzantine Studies Program;
 Director, Program in Early Christian Humanism;
 Catholic University, Washington, D.C.
 1966-1970 Assistant Professor of History, Catholic University, Washington, D.C.

BOARDS AND NATIONAL COMMITTEES

1994- Member, Board of Directors, Consortium on Financing Higher Education
 1994- Member of the Committee, Folger Shakespeare Library
 1991- Committee on Economic Development
 1991- American Institute for Public Service
 Board of Selectors-Jefferson Awards
 1982- Member, Board of Directors, Council on Library Resources
 1981- Member, Council on Foreign Relations
 1985-1994 Member, Board of Trustees, University of Notre Dame
 1988-1994 Member, Board of Directors, Technoserve, Inc.
 1990-1991 Member, Governor's Nominating Council
 1989-1991 Vice Chair, 1000 Friends of Massachusetts
 1986-1991 Member, Indo-U.S. Subcommission on Education and Culture
 1986-1990 Member, Dana Foundation, Higher Education Program Committee
 1980-1985 Member, Board of Trustees, Miss Porter's School

CORPORATE BOARDS

- 1993- Talbots, Hingham, Massachusetts
- 1992- The Putnam Funds, Boston, Massachusetts
- 1991- Kentucky Home Mutual Life Insurance Company, Louisville, Kentucky
- 1991- Kentucky Home Life Insurance Company, Louisville, Kentucky
- 1984- NYNEX Corporation, White Plains, New York
- Chair, Audit Committee
- 1980- Northeast Utilities, Hartford, Connecticut
- Chair, Corporate Responsibility Committee
- 1986-1992 Berkshire Life Insurance Company, Pittsfield, Massachusetts
- 1986-1992 Shawmut Bank, N.A., Boston, Massachusetts

PUBLICATIONS

- 1993 Comment in "Catholic Universities in Church and Society: A Dialogue on Ex corde Ecclesiae," Georgetown University Press
- 1992 "The Moral Functions of Higher Education in Modern Society," University of Notre Dame's Sesquicentennial Symposium, "Storm Over the University: American Higher Education in an Era of Eroding Confidence."
- 1989 "Liberal Education in a Post Modern World," in New Perspectives on Liberal Education, University of Washington Press.
- 1984 "The Impact of Education on National and World Affairs," 32nd World Affairs Symposium, The Leelanau Center for Education, Glen Arbor, Michigan.
- 1984 "The Heart of the Matter," Keynote Address, CASE Assembly, Chicago, Illinois.
- 1983 "Moral Leadership in the Community: Some Abbots in the 12th Century," T.V. Moore Lecture, The Catholic University of America.
- 1983 "The Relentless Good: Some Women Artists of the 20th Century," Fairmount Presbyterian Church, Cleveland, Ohio; Monadnock Summer Lyceum, Peterborough, New Hampshire.
- 1981 "Innocent III, Gregory IX, and Political Crusades," Reform and Authority in the Medieval and Reformation Church, ed. Guy F. Lytle, Catholic University Press.
- 1979 "The Curriculum: Disorders in Higher Education," The American Assembly, Columbia University, Prentice-Hall, Incorporated.
- 1977 "Innocent III, Hugolino and Political Crusades: A Study in the Disintegration of Papal Power," accepted for Popes, Councils and Authority 1200-1600, ed. Guy F. Lytle, Catholic University Press.
- 1976 "Antithesis and Argument in the 'De consideratione'," Studies Presented to Jean Leclercq, Cistercian Publications.
- 1976 On Consideration. A translation of the De consideratione of St. Bernard of Clairvaux with introduction and notes. Co-translator John D. Anderson, Cistercian Publications.
- 1975 "St. Bernard's Rhethorica in the 'De consideratione'," Cistercian Studies.