

**Connecticut  
State  
University**

Central • Eastern • Southern • Western

BR#91-140

P.O. Box 2008, New Britain, Connecticut 06050  
Phone: (203) 827-7700  
Fax: (203) 827-7406

**RESOLUTION**

establishing

**THE EXPERIMENTAL COLLEGE  
at  
SOUTHERN CONNECTICUT STATE UNIVERSITY**

October 4, 1991

WHEREAS, The Experimental College has functioned successfully in the Executive Offices of the Connecticut State University where it has stimulated experimental efforts for the improvement of teaching, research, and service activities on the campuses of the University, especially including collaborative activities among the campuses, and

WHEREAS, It has been decided that the Experimental College can function in a campus environment, therefore, be it

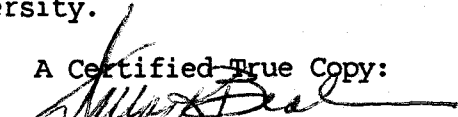
RESOLVED, That the Board of Trustees of the Connecticut State University authorizes the establishment of the Experimental College at Southern Connecticut State University as an organized research and service unit which shall continue to have as its function the development of new and experimental approaches to the fulfillment of the University mission on all campuses of the Connecticut State University, and be it

RESOLVED, That the Experimental College shall be headed by an Executive Director who shall report and be responsible to the President of Southern Connecticut State University or his designee, and be it

RESOLVED, That the President of Southern Connecticut State University shall cause the Experimental College to be evaluated by qualified persons no later than June 30, 1994, and shall report the results of this evaluation with his own recommendation to the President of Connecticut State University, who shall in turn share this report with his recommendation with the Board of Trustees of the Connecticut State University, and be it

RESOLVED, That the Experimental College shall go out of existence no later than December 31, 1994, unless action is taken to the contrary by the Board of Trustees of the Connecticut State University.

A Certified True Copy:

  
Dallas K. Beal  
President



An Equal  
Opportunity  
Employer

STAFF REPORT: ACADEMIC AFFAIRS COMMITTEE

ITEM: Report of the Experimental College at Southern Connecticut State University

BACKGROUND: The Experimental College project originate in 1986 housed at the CSU Executive Offices and was relocated to Southern Connecticut State University in October of 1991. The mission of the college was to be an organized research and service unit for all campuses within the CSU system .

ANALYSIS: President Michael Adanti has reviewed the activities of the college located on Southern's campus and reports that the Experimental College is not effective in initiating new system-wide initiatives when it is located on a CSU campus, therefore, he recommends the college not be renewed as a campus-based office.

PRESIDENT'S RECOMMENDATION: Accept the report and permit the Experimental College to go out of existence at its scheduled sunset date in December, 1994.

Simultaneously encourage the University System to find alternative means to coordinate and encourage distance learning activities.

*Academic Affairs  
Comtee.  
Agreed  
to not  
continue.  
12-2-94*



A unit of The Connecticut State University  
**SOUTHERN CONNECTICUT STATE UNIVERSITY**

501 Crescent Street • New Haven, Connecticut 06515

Office of the Vice President  
For Academic Affairs  
Telephone: (203) 392-5350

July 11, 1994

VIA FACSIMILE & MAIL

Dr. Thomas Porter  
Interim President  
Connecticut State University  
P.O. Box 2008  
New Britain, CT 06050

Re: **EXPERIMENTAL COLLEGE**

Dear Dr. Porter:

In compliance with Board Resolution #91-140 and on behalf of President Michael J. Adanti, I am pleased to present the report of the activity of Experimental College for the period, October 4, 1991 to June 30, 1994.

As was indicated by President Adanti in his evaluation of this program (cf. Item 7 in the attached report), Southern was very pleased to welcome and have had the Experimental College as part of its campus. However, despite the many fine accomplishments of the Experimental College, it appears that the Experimental College has not been as effective in initiating system-wide initiatives when located on a specific campus. This should not be interpreted as a criticism of the leadership provided by Dr. Gelbach, but rather as an endorsement of Dr. Gelbach's conclusion that the Experimental College was most effective in promoting innovation and collaboration across CSU when located at the Executive Office and reporting directly to the system President.

Therefore, it is the recommendation of President Adanti that the Experimental College as a campus-based office that was charged to promote system-wide innovation ~~not be renewed~~. However, in addition to present duties and responsibilities associated with Dr. Gelbach's position as Assistant Vice President of Academic Affairs, Dr. Gelbach has offered to continue to represent CSU in the Joint Committee on Educational Technology, and in developing individual and joint distance education programs for CSU campuses.

Sincerely yours,

Anthony V. Pinciario

Vice President for Academic Affairs

Reported at  
12/2/94  
BOT Meeting

cc: President Michael J. Adanti  
Dr. Robert Gelbach

# CONNECTICUT STATE UNIVERSITY

## REPORT TO THE CSU BOARD OF TRUSTEES ON CENTERS AND INSTITUTES AND RELATED ACTIVITIES

Re: Experimental College

1. *Period covered by this report: From October 4, 1991 To June 30, 1994*
2. *General description of programs undertaken*

Experimental College originated as a project at the Connecticut State University Executive Offices in 1986. Dr. Robert Gelbach was appointed the second director of Experimental College in 1990, and the project was relocated to Southern Connecticut State University by Board Resolution #91-140 in October of 1991.

The mission of Experimental College is to be "an organized research and service unit which shall...have as its function the development of new and experimental approaches to the fulfillment of the University mission on all campuses of the Connecticut State University..."

During the period of this report, activities of Experimental College focused on:

1. Continued development of distance education activities on CSU campuses.
2. Continued participation of CSU faculty in Project CONNSTRUCT, an NSF funded initiative to improve mathematics and science education in Connecticut.
3. Representation of CSU system on Connecticut's Joint Committee on Educational Technology (JCET), and on development team for Connecticut Center for Educational and Training Technology (CCETT).
4. Assistance to faculty and administrators on several campuses to gain grant funds for local campus initiatives.
5. Assistance and support to CSU Provost's initiatives to expand instructional use of new educational and telecommunications technologies.
6. Assistance to faculty and administrators seeking to expand collaborative activities among CSU campuses.

Also during this period, Experimental College activities increasingly focused on needs and opportunities for innovation at Southern Connecticut State University, especially:

1. Coordination of distance-education facilities and program development.
2. Recruitment of off-campus sites for delivery of distance education programming (e.g., libraries, schools, state agencies)
3. Expansion of collaboration between SCSU and New Haven area public agencies and school systems.
4. Coordination of strategic planning process for SCSU.
5. Assistance to faculty and administrators seeking to advance collaborative projects.

**3. Participants:**

Experimental College has functioned as an in-house consulting and service agency. Participation of faculty and students growing out of Experimental College projects are more appropriately credited to the campus-based projects undertaken or expanded with assistance from Experimental College. Nevertheless, Experimental College has materially contributed to projects with wide involvement of faculty and students, such as:

- a. **Distance Education:** 18 3-credit courses presented to off-campus audiences via television since Spring 1992; 7 additional courses scheduled for Fall 1994.  
Faculty involved (four campuses) CCSU - 6; ECSU - 4; SCSU - 9; WCSU - 2  
Students involved (four campuses) over 700 enrollments in distance courses.  
Others: 8 hospitals, 5 adult education centers, 3 libraries: all host sites for courses
- b. **Project CONNSTRUCT:** 15 separate grants from Project CONNSTRUCT to CSU campuses over 3 years to promote improvements in education of K-12 teachers of mathematics and/or science. Five or more additional grants anticipated for fourth year (1994-95).  
Faculty involved for one or more years (four campuses) CCSU - 8; ECSU - 8; SCSU - 15; WCSU - 2.  
Students directly involved for one or more years (SCSU) - 30 (estimate)  
Others (e.g., K-12 teachers, corporate scientists, etc.) (CSU) 30 (estimate)
- c. **SCSU Community Projects -- grant-funded:** Experimental College assisted in grant-writing, negotiating agreements with local partners, recruiting SCSU faculty involvement. (Projects included: Youthbridge, SCSU Mentoring, CONNSTRUCT, Summer Science Program)  
Faculty involvement: 12  
Student involvement: 50+  
Others: 100+
- d. **SCSU Strategic Planning Process:**  
Faculty involvement: 80  
Student involvement: 10  
Others: 5

**4. University staff time assigned to this activity:**

<b>Full-time Faculty/Administrator</b>			
Robert A. Gelbach	Director	Experimental College, SCSU	Full-time

<b>Other Staff:</b>		
Student Worker	240 hours each semester and summer	

**5. Financial Schedule for Reporting Period:**

Experimental College funding consists of the salary and fringe benefits of the Director, plus student worker pay (240 hours X \$6/hr = \$1440), plus \$6000 per year from SCSU for equipment, supplies and other expenses -- most of which supports development of distance education projects.

No grants or contract funds have come directly to Experimental College. There are no student fees or charges associated with Experimental College directly.

The following revenues and values received by CSU and its campuses are a direct result of Experimental College initiatives or collaborations with other CSU or external agencies. The Experimental College Director's contribution is indicated in parentheses.

- a. Project CONNSTRUCT: Grants to CSU campuses and faculty totalling over \$300,000 in three years. (Director wrote higher education section of a \$7.8 million grant proposal, and administered annual grants program on higher education activities, for statewide consortium; funded by NSF. Other higher education institutions have also benefitted from CONNSTRUCT grants totalling an additional \$300,000+ during this period.) New grant requests to Project CONNSTRUCT of over \$80,000 are pending from CSU campuses and their partners for 1994-95.
- b. Distance Education: \$800,000 in state bond funds awarded to Connecticut Public Broadcasting were earmarked for building of a CSU four-campus microwave network, now being completed on three campuses. Programming over CPB's Knowledge Network has generated over \$250,000 in tuition and registration revenues in 2.5 years. Revenues have been above operating costs consistently. (Experimental College Director has coordinated all initiatives for offering courses over Knowledge Network, and has negotiated all arrangements with CPB to date)
- c. SCSU Community projects: SCSU has developed and obtained grants to support several projects, including:
  - o Youthbridge, a New Haven collaboration of city and private agencies and higher education institutions funded by U.S. Department of Education Urban Community Service Program: 3 years, \$1.7 million. (Experimental College Director co-authored and co-negotiated terms with partners)
  - o SCSU Mentoring Project for New Haven students: 3 years, \$168,000 from Commission on National and Community Service (Assisted principal investigators to identify grant source for their project)
  - o New Haven/CPEP Summer Science Program: 5 years/ \$50,000 per year for New Haven minority high school students (Negotiated and co-authored the project proposal, funded by NSF)

6. *Current authorizing resolution establishes sunset date at: December 30, 1994*
7. *Campus President's evaluation of the activity and recommendation for continuance or discontinuance*

Experimental College has been a useful support to innovation in the CSU system under Dr. Gelbach's leadership. We were happy to welcome the project to SCSU when it became necessary to move it from the Executive Office, and we have clearly benefitted from having an administrator on campus charged to support innovation and innovators across our institution. In fact, we have now incorporated these functions into Dr. Gelbach's current position as Assistant Vice President for Academic Affairs.

As the Director of Experimental College has himself observed (see attachment), this project was initially designed to serve the strategic goals of CSU's new President in 1986. System-oriented projects begun before Experimental College moved to Southern have been sustained after the move, and are now becoming self-sufficient on several campuses, as they were expected to.

It appears that Experimental College is not as effective in initiating new *system-wide* initiatives when it is located on a *campus*. This is not expressed as a criticism, but rather to endorse Dr. Gelbach's conclusion that Experimental College, as a specific device for promoting innovation and collaboration across CSU, was most effective when it was located at the Executive Office and was the chosen instrument of the system President. The new President of CSU will be best able to judge whether he wants to reestablish such a project at the Executive Office or choose some other means to advance his agenda. Meanwhile, we believe that Southern has been able to make good use of the Experimental College approach to innovation, while modifying the administrative structure of the project to fit more readily into the campus environment.

My recommendations are four-fold:

- 1) Do not renew Experimental College as a campus-based office that is charged to promote system-wide innovation.
- 2) Leave to the new CSU President the determination of how he wants to advance his own agenda with respect to innovations in how we approach our mission.
- 3) Leave to each campus President the task of continuing on his campus a rigorous pursuit of innovation in the pursuit of the CSU and campus mission.
- 4) Accept Dr. Gelbach's offer to continue representing CSU in the Joint Committee on Educational Technology, and in developing the partnership between CSU campuses and Connecticut Public Broadcasting for distance education services.

  
Michael J. Adanti, President



A unit of The Connecticut State University  
**SOUTHERN CONNECTICUT STATE UNIVERSITY**

501 Crescent Street • New Haven, Connecticut 06515

ice of the Vice President  
For Academic Affairs  
Telephone: (203) 392-5350

June 25, 1994

President Michael J. Adanti  
Southern Connecticut State University  
501 Crescent Street  
New Haven, CT 06515

Dear President Adanti:

I appreciate the opportunity to comment on the past accomplishments and future prospects for Experimental College as you prepare your evaluation for the Board of Trustees.

Since Spring of 1990, when I became its second Director, Experimental College has promoted efforts in our system to initiate distance education and to improve our collaboration with Connecticut schools and science centers in the preparation of teachers of mathematics and science. It has also contributed to an expansion of grant-seeking within our system, and to a healthy trend of collaboration among our campuses and between our campuses and other regional or local institutions.

When it was decided to relocate Experimental College from the Executive Office to SCSU, President Beal noted that I would need to refocus my efforts more directly on Southern as the arena for new initiatives. Existing multi-campus initiatives did continue after I relocated, and have matured to the point where they are directly supported on the campuses, as they were intended to do. I have also continued to travel to other campuses; to represent CSU at the state level as a member of the Joint Committee on Educational Technology, which advises the Board of Governors and the State Board of Education; and to chair the Research Grants Committee as the non-voting CSU member.

Meanwhile, as most new initiatives have occurred at Southern, it made sense to redefine my position, as was done last year, so that I am now Assistant Vice President for Academic Affairs and my responsibilities include projects to promote and develop innovations to fulfill Southern's mission.

Experimental College has been a successful project, both at the Executive Office and at Southern. At the present time, I do not believe that Experimental College should be continued as a separate entity within CSU. It has largely fulfilled both its original purpose - to help a System President advance an ambitious agenda - and its later purpose - to transfer an innovation-oriented administrative office to a campus. It is not likely to again serve its original purpose if it is located on a campus. If, in the future, a system President wishes to advance an agenda of innovation from the Executive Office, he may find the Experimental College model a useful one, but he may also prefer to lead in other ways.

A few functions which I continue to perform on behalf of the CSU system will need to be performed in the future, with or without Experimental College. They include:

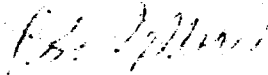
- 1) Representation on Connecticut's Joint Committee on Educational Technology, and on the planning committee for Connecticut Center for Education and Training Technology (CCETT);
- 2) Representation of CSU institutions in negotiations with Connecticut Public Broadcasting's Knowledge Network for development of our distance education network resources;
- 3) Representation of the Executive Office on the CSU Research Grants Committee.



I would be pleased to continue in the first and second capacities, where I believe my experience and interest can serve the CSU system. I have enjoyed serving on the Research Grants Committee, but I think it would be best if the CSU seat returned to someone in the Executive Office at this point.

Finally, I have appreciated, throughout my tenure in Experimental College, the strong support and good advice I received from many faculty and deans across CSU, but especially from President Beal, from yourself, from my colleagues at the Executive Office, and from Dr. Thomas Porter, Dr. Anthony Pinciario and their associates on the Council of Academic Vice Presidents.

Sincerely,



Robert A. Gelbach  
Executive Director, Experimental College