MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES

Agenda Item Summary Sheet

Committee: Finance and Facilities Committee   **Date of Meeting:** January 16, 2013

Agenda Item: Winona State University Approval of Contract Exceeding $3 Million for eWarrior Program

☐ Proposed Policy Change	[x] Approvals Required by Policy	☐ Other Approvals	☐ Monitoring

☐ Information

Cite policy requirement, or explain why item is on the Board agenda:

Board Policy 5.14, Procurement and Contracts, requires pre-approval by the Board of Trustees for contracts, including amendments, with values greater than $3,000,000. The proposed action item is for Board approval of a 5-year lease-financing contract valued at $5,900,000 a year.

Scheduled Presenter(s):   Laura M. King, Vice Chancellor – Chief Financial Officer
Scott Olson, President - Winona State University
Scott Ellinghuysen, CFO -Winona State University

Outline of Key Points/Policy Issues:

A Request for Proposal was completed during November 2012 that competitively identified laptop and tablet vendors for its program and identified Aspen Capital to provide lease financing for five consecutive years, commencing with the 2013-14 academic year. The estimated annual lease-financing cost of $5.9 million with student enrollment of 8,000 participating in the program.

Background Information:

In 1997, Winona State University (WSU) launched its *e-Warrior: Digital Life and Learning Program*, providing all students with a laptop computer to enhance their studies. This program has contributed to WSU's development as a distinctive institution and is now completely integrated into the campus culture. There are no computer labs at WSU. Instead of building specialized rooms, students and faculty can transform any room on campus into a computer lab.

BOARD ACTION
Winona State University - Approval of Contract Exceeding $3 Million for eWarrior Program

BACKGROUND

Board Policy 5.14, Procurement and Contracts, requires pre-approval by the Board of Trustees for contracts, including amendments, with values greater than $3,000,000. The proposed action item is for Board approval of a 5-year lease-financing contract valued at $5,900,000 a year.

In 1997, Winona State University (WSU) launched its *e-Warrior: Digital Life and Learning Program*, providing all students with a laptop computer to enhance their studies. This program has contributed to WSU's development as a distinctive institution and is now completely integrated into the campus culture. Unlike other institutions within the Minnesota State College and University (MnSCU) system, there are no computer labs at WSU. Instead of building specialized rooms, students and faculty can transform any room on campus into a computer lab. The predictable environment afforded by the program has allowed instructors to explore innovative pedagogies and action research in such areas as e-books, flipped classrooms, blended instruction, and enhanced communications with students. Winona State's new buildings were designed around a mobile computing environment, allowing for efficient, effective, and technology-enabled teaching and learning.

Winona State sees the *e-Warrior: Digital Life and Learning Program* as one of the primary ways that it serves the strategic framework, particularly in the delivery of an extraordinary education. Students were consulted throughout the process and the WSU Student Senate voted unanimously to support the proposal.

An assessment plan, which included a survey of the program and measures of student support, is resoundingly positive. Key takeaways from the *e–Warrior: Digital Life and Learning Program* at WSU:

- 15 years of enhancing student success with significant impact on the campus culture.
- Student-centered program based on assessment and feedback.
- Integrated program with consistent software, technology, and support accessible to all students.
- Student and alumni satisfaction 90+%.
- Significant factor in students choosing WSU.

- Expanding program to include a mobile content consumption device, without increasing program costs to students.

A Request for Proposal was completed during November 2012 that competitively identified laptop and tablet vendors for its program and identified Aspen Capital to provide lease financing for five consecutive years commencing with the 2013-14 academic year.

The estimated annual lease-financing cost of $5.9 million is based on an average laptop/tablet bundled value of $1,462 per unit and a proposed lease rate of .0416 with a student enrollment of 8,000 participating in the program. ($1,462 x .0416 x 12 (months) x 8,000 (students) = $ 5.9 million.) The program is supported by the *e-Warrior: Digital Life and Learning Program* fee. This fee has gone down each of the last four years, FY09 - $500, FY10 - $485, FY11 – 480, and FY12 - $465.

Another component of the fee is Information Technology Services. WSU employs 113 students with an annual budget of $592,929, most directly supported by this fee. The fee is in-line with similar 1:1 programs at University of Minnesota-Rochester and Crookston, Dakota State University (South Dakota), University of Wisconsin – Stout, and Valley City State University (North Dakota). (See Attachment A for more information on other programs)

Attachment A provides additional information about WSU's *e-Warrior: Digital Life and Learning Program*.

RECOMMENDED COMMITTEE MOTION:

The Finance and Facilities Committee recommends that the Board of Trustees adopt the following motion:

The Board of Trustees approves execution of a 5-year lease financing contract with Aspen Capital totaling $5,900,000 a year to provide lease financing for Winona State University's e-Warrior: Digital Life and Learning Program; and that the Board delegate execution of the contract to the Chancellor, or his designee.

RECOMMENDED BOARD MOTION:

The Board of Trustees approves execution of a 5-year lease-financing contract with Aspen Capital totaling $5,900,000 a year to provide lease financing for Winona State University's e-Warrior: Digital Life and Learning Program. The Board delegates execution of the contract to the Chancellor, or his designee.

Date submitted to the Board of Trustees: January 16, 2013

Winona State University
e-Warrior Digital Life and Learning Program
Board Report "Additional Information"- January 2013

"A Community of Learners Improving Our World"

INTRODUCTION

Higher education is a distinct enterprise continually reaching out to find leading-edge implementations of information technology to transform the administrative, teaching, research, and service missions of the institution. Just as it has transformed society, information technology has become an integral part of the academic enterprise. Key stakeholders in higher education see information technology as a significant focus for their schools' success.

It is against this backdrop that in 1997, Winona State University (WSU) launched its e-Warrior: Digital Life and Learning Program, providing all students with a laptop computer to enhance their studies. This program has contributed to WSU's development as a distinctive institution and is now completely integrated into our campus culture. Unlike other institutions within the Minnesota State College and University (MnSCU) system, there are no computer labs at WSU. Instead of building specialized, expensive rooms, students and faculty can transform any room on campus into a computer lab. The predictable environment afforded by the program has allowed instructors to explore innovative pedagogies and action research in such areas as e-books, flipped classrooms, blended instruction, and enhanced communications with students.

Winona State's new buildings on campus (i.e., science building, library, Maxwell renovation) were designed around a mobile computing environment. All the building spaces and equipment, including science labs, are built with the assumption that students have mobile computing devices. This mobile computing environment allows Winona State to create more efficient teaching and learning spaces such as connecting to high-tech science equipment. An outcome of this environment is the Winona campus has one of the largest wireless network installations in the state of Minnesota and was named one of the top 25 wireless college campuses in the United States in a survey conducted by the Center for Digital Education and Intel Corporation.

Figure 1 Cover *e-Warrior: Digital Life and Learning Program* e-booklet given to students.

Winona State sees the *e-Warrior: Digital Life and Learning Program* as one of the primary ways that is serves the strategic framework particularly in the delivery of an extraordinary education. Our graduates, many of whom continue to work and learn in the State of Minnesota, have benefited from the knowledge, skills, and abilities gained through their participation in the program. Our inclusion of tablet technology mirrors the rapid transition to mobility already occurring in the workplace and will better prepare our students to flourish in the digital world.
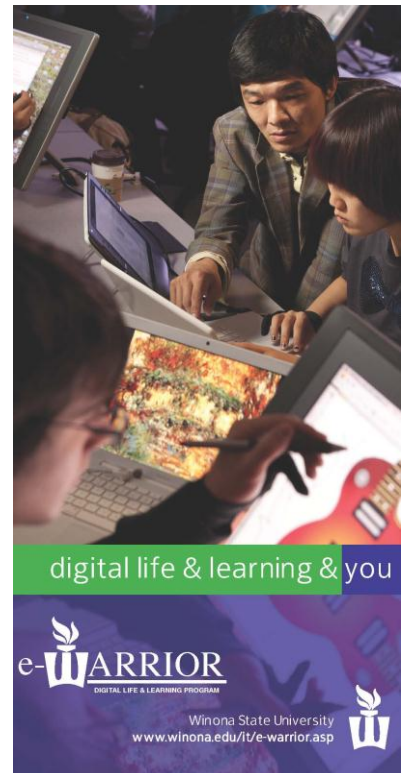
What is the *e-Warrior: Digital Life & Learning Program*?

This program integrates communication and information technology into student's social and learning experience at Winona State University. The program provides students with a powerful set of tools (e.g., a laptop, tablet, updated software) and services (e.g., help desk) to support all facets of their academic work and residential life at Winona State. More than just a laptop, the e-Warrior: Digital Life and Learning Program ensures secure, reliable, and supportable technology 24/7.

Why do all students have to participate in *the e-Warrior: Digital Life & Learning Program*?

All full-time students (12 or more semester credits) are automatically enrolled in the *e-Warrior: Digital Life and Learning Program*. In order for the program to be most effective, all full-time faculty and students must have a common set of tools. This level of standardization allows instructors to integrate technology into their courses confidently and allows support staff to provide timely and cost effective technical assistance. This has allowed Winona State University to close of all of its campus computer labs allowing for more efficient use of space. The end result is that students and faculty can spend their time using technology to facilitate learning versus solving technical problems, wondering whether their personal computers will be adequate for their next set of courses, waiting for their computers to be repaired, or installing software.

The cost of the program is $465 per semester. How is this money used?

The *e-Warrior: Digital Life and Learning Program* provides students with much more than just a laptop/tablet. The cost of the program is used to cover:

- o **65% Hardware -** new laptop and tablet every two years (i.e. in the fall of 2013 students will receive a laptop (valued at ~$1,200) and tablet (valued ~$300) computer).
- o **15% Staffing -** full-time professional staff and student employment
- o **10% Maintenance -** insurance, repairs, spare laptops, components, replacement battery, personalized Help Desk, three-year laptop warranty
- o **5% Software Applications -** Personal productivity tools, multimedia authoring tools, research tools
- o **5% Program Cost -** Senior buyout program, training, administration, un-collectibles

Item of note is the program fee has gone down over the past 4 years:

- o FY09 - $500,
- o FY10 - $485,
- o FY11 - $480,
- o FY12 - **$465**.

All budget projections show the program costs continuing to decline over time as the cost of technology decreases. One could compare the smartphone plan from a major telecommunication provider, which on average costs $85 a month. The e-Warrior: Digital Life and Learning Program fee runs $77. Both services provide a computational device, network access and support.

Why does WSU lease laptops and tablets?
- o Leasing avoids an initial purchase investment that may not be used, considering the withdrawal and transfer rates of first year students.
- o WSU has no disposal costs. The units are returned to the leasing company.
- o New equipment capable of keeping up with the fast pace of technological change is guaranteed with the two-year refresh that a leasing arrangement allows.
- o Leasing allows the student buyout program to graduating students.

Senior Student Buyout Program
Winona State University, working with its leasing vendor provides a purchase option for the hardware the student had been using at the time of graduation. The leasing vendor sells the mobile technology package to graduates and the purchase price is determined by the number of years that the student has participated in the e-Warrior: Digital Life and Learning Program (example: $25 for a 4-year Winona State University student). When a student is accepted for graduation, information is sent to them explaining the dates and times of the sale and the terms of the sale.

DECISION MAKING, STUDENT, AND CAMPUS CONSULTATION
The *e-Warrior: Digital Life and Learning* Review Committee is a subcommittee of the All University Technology Committee (AUTC). The purpose of this subcommittee is to discuss and make recommendations on issues related to the *e-Warrior: Digital Life and Learning Program.* The complete committee make-up can be found in **Appendix A**. This committee has met nine times since the start of the 2012 fall semester. This committee reviews and evaluates assessment data collected around the program and makes recommendations to the Chief Information Officer and student senate. The assessment plan and yearly findings and progress can found online http://www.winona.edu/it/aboutits.asp. The assessment plan uses 20 instruments and 300 data points to measure program effectiveness. This fall presentations were made to various campus constituency groups reviewing the current data about the program and possible changes. This fall, three showcase events were held around campus collecting additional input from students on various hardware options being evaluated and two student focus groups, two faculty listening sessions, three departmental listening sessions, and two faculty focus groups were held. Figure 2 is the letter of consultation from Alexandra Griffin, President of the Student Senate.

Chancellor Steven Rosenstone
Minnesota State Colleges and Universities
30 East Seventh Street
Suite 350
Saint Paul, MN 55101

Chancellor Rosenstone & Board of Trustees,

I am writing this letter today as requested under MnSCU Board Policy 2.3, student involvement in decision-making. The Chief Information Officer and his team have properly consulted the Winona State University Student Association throughout the last year regarding the Request for Proposal process for a lease agreement for laptop and tablet hardware for the e-Warrior Digital Life and Learning Program.

At our WSU Student Senate meeting on December 5, 2012, the WSUSS body approved a recommendation from the e-Warrior Digital Life and Learning Committee. The Chief Information Officer, Kenneth Janz, as well as several members of the committee were available for questions from WSUSS regarding the proposed lease agreement. The main purpose of this lease agreement is to provide the hardware required to continue the e-Warrior Digital Life and Learning Laptop Program for which Winona State is renowned.

The general mood regarding the proposal was that, given the extraordinary budgetary consciousness of the committee that allows the program to develop without raising the fee, the proposed plan was done in a conscientious manner that allowed for an investment in our current and future students. A considerable amount of feedback was collected from current WSU students and this proposal accurately reflects the wants and needs of the student body. Five students played an active role on the committee that put this proposal together. This information, also combined with the 91% satisfaction rate of the current program, allowed for a decisive approval from the WSUSS.

The WSUSS supports the proposed lease agreements for hardware. All current information on this plan was disclosed to the WSUSS and proper procedures were followed. Please feel free to contact me with questions at AGriffin09@winona.edu or by phone at (608) 604-2019.

Sincerely,

Alexandra Griffin
President, Winona State University Student Senate

Figure 2 Consultation Letter from Student Senate

PROGRAM INDICATORS AND STUDENT SATISFACTION

Overall, students report satisfaction with the program. Each year in the spring, Winona State's Institutional Research unit holds an Assessment Day. The Assessment Day Survey includes a section on the *Digital Life and Learning Program*. The survey respondents include students from all Colleges and from multiple years in school. While the number of respondents varies each year, about one-third of the student body is represented. Overall satisfaction in the program has grown from 64% in spring of 2008 to 91% in spring of 2011 and held that level in the spring of 2012. Figure 2 shows overall satisfaction growth over the last four years

What Grade Would You Give the e-Warrior: Digital Life and Learning (Laptop) Program

	2008	2009	2010	2011	2012
A (highly satisfied)	24%	28%	30%	38%	42%
B (satisfied)	40%	47%	47%	53%	49%

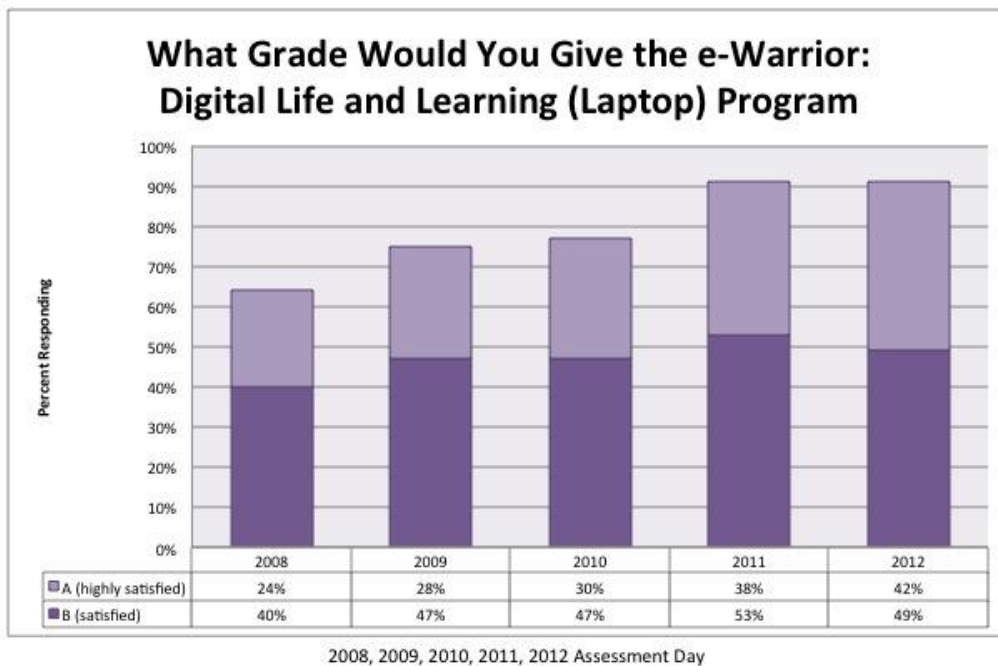2008, 2009, 2010, 2011, 2012 Assessment Day

Figure 3 Student satisfaction data related to the *e-Warrior: Digital Life and Learning Program*

The 2012 ECAR national student technology survey of more than 100,000 students indicated that WSU compared very favorably with other institutions in terms of the reliability and availability of technology services. 72% of WSU students agreed "My institution's technology services are always available when I need them for my coursework." The level of agreement for students at other masters level institutions was 58%.

Based on a 2012 survey of 1,200 entering students during June registration, 48% indicated that the e-Warrior: Digital Life and Learning Program played a role in their decision to attend Winona State. This, along with Winona State University's strong enrollment numbers over the last 15 years suggest that the program is appealing to students.

The 2012 Alumni Technology Survey, administered to former *Digital Life and Learning Program* participants three years post-graduation, indicated that students' positive evaluation of the program persisted as they began their careers.

- 91% of alumni gave the *Digital Life and Learning Program* an "A" or "B" overall and all program components received positive ratings, particularly network speed and access, printing, technical support, and software.
- 64% of alumni reported that their participation in the *Digital Life and Learning Program* led to the development of computer skills that exceed their co-workers'.

The reliability and predictability of the technology and support provided through the program has been appreciated and leveraged by WSU instructors. In all of five college-specific faculty focus groups conducted in spring, 2011, instructors emphasized the importance of a consistent technological platform for learning and the degree to which this gives them the confidence they need to innovate. Students benefit from this use with a positive correlation between cumulative GPA and frequency of laptop use for academic purposes; moderated by year in school (First year: $r = +.19$, Senior: $r = +.23$).

The physical campus, including all classrooms and most informal learning spaces, is designed to allow WSU students and faculty to use the tools provided through the Digital Life and Learning Program anytime and anywhere. On the 2012 Assessment Day Survey:
  - 88% of students agreed with the statement, "Overall, campus learning spaces (e.g., classrooms, labs) promote good teaching and learning." (**Appendix B** is a case study around the Mathematics and Statistics Department and learning space design.)
  - 93% agreed with the statement, "I use my laptop frequently for class-related purposes."
  - 89% agreed with the statement, "The use of the laptop is important for my academic success."
  - Students reported using their laptops about 5-6 hours per day, 3-4 hours for academic purposes

Vendi, a local marketing agency, collected and analyzed external marketing data on the perceptions of Winona State University. Employers indicated that WSU is a leader in technology and technology infused learning with 64% strongly agreeing and 30% agreeing with this statement. This area of strength as identified by employers was second only to the statement that "WSU offers a rich campus environment (natural beauty and extracurricular experiences)".

HIGHER LEARNING COMMISSION OBSERVATIONS

The Higher Learning Commission (HLC) accreditation team during its accreditation visit made several observations about the *e-Warrior: Digital Life and Learning Program* in its report:

"The "e-Warrior: Digital Life and Learning Program," aka student laptop program, has been an outstanding recruitment tool for Winona State University. The total program investment is approximately $7.0 million annually from student fees which has allowed the campus to serve its students' needs in a superior fashion, and as a side benefit has allowed the campus to reduce infrastructure and operating costs through the elimination of all computer labs. (Component 2D)

"WSU has been a leader in the state in providing its students with computer technology through its longstanding laptop initiative. Through this program, students are assured a current laptop computer and appropriate software to meet their needs in their degree program. **Administrators, faculty and students all spoke highly of this program in the various face-to-face meetings with visiting team members. "** (Component 3D)

The Technology Infrastructure is impressive. **The team observed multiple ways in which IT at WSU is more advanced than other similar institutions.** The significant use of assessment to move forward strategically is noteworthy. In fact, assessment appears to inform all decisions. The use of Lean Principles to reduce costs, improve efficiency and increase efficacy is an example of the forward thinking that routine in this unit."
(Recognition of Significant Accomplishments)

SURVEY OF OTHER SIMILAR PROGRAMS

How does the Winona State University *e-Warrior: Digital Life and Learning Program* compare in cost to other mandatory computer programs? Comparing costs of Winona State University's program to six other State universities in Minnesota and its neighboring states you will find Winona State University in the middle yet offers more choices and will soon be providing both a laptop (content creation) and tablet (content consumption) devices. See figure 4.
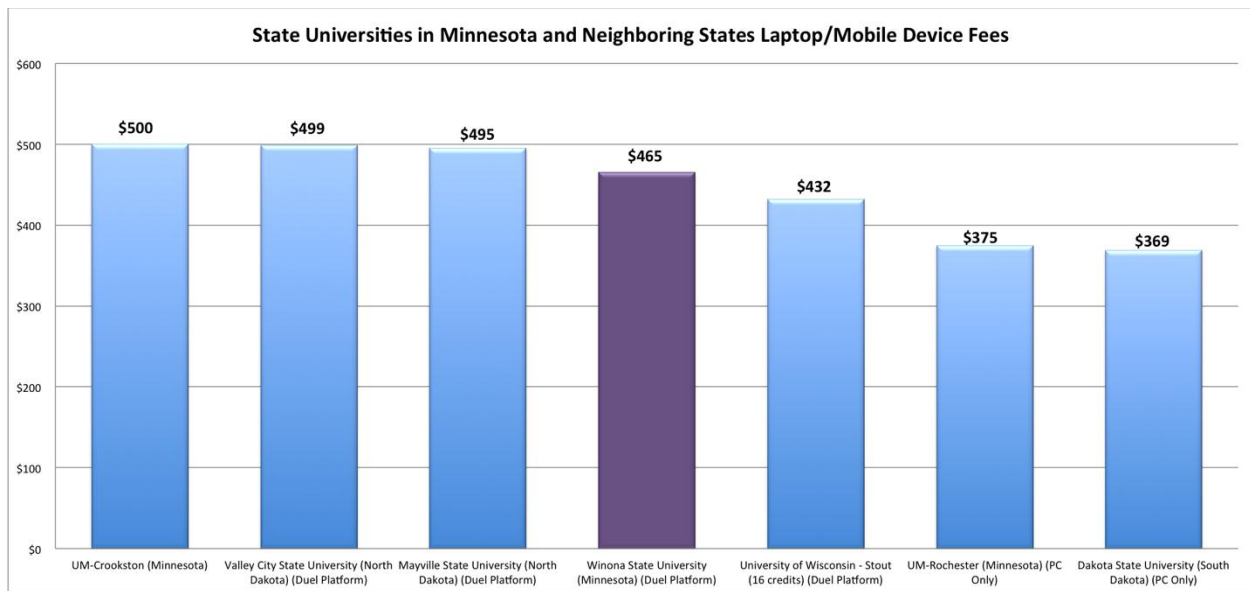

Figure 4 Cost of similar programs to students at other universities.

MOVING FORWARD
"THE WORLD IS CHANGING AND WE NEED TO CHANGE WITH IT"

Technology continues to evolve, the associated literacies and skills that will be important for our graduates are changing, and our program must keep pace. Our response will be steady, measured and informed by data and experience. According to the Gartner

"hypecycle" model, real changes in technology are often preceded by a period of inflated expectations. Some new tools and concepts break through the hype and become part of our daily lives and others don't. In this year's hypecycle, for example, bring-your-own-device (BYOD) initiatives are surrounded by considerable hype, but have not proven to be feasible or effective. E-Books, on the other hand, are finally emerging as a viable format as e-reader technology matures and tablet devices proliferate.

The exponential growth of tablet computing opens up many interesting academic opportunities. Tablets (e.g., Apple iPad, Kindle Fire, Samsung Note) could be considered a disruptive technology (Christensen, 2003) that threatens the position of laptops as the reigning device for supporting mobile computing. WSU has been preparing for such disruption by pilot testing tablets over the past two years.

Data collection on student indicators related to tablets began in spring 2012 with an Assessment Day survey of student tablet and e-book use. Student interest in the academic use of tablets and e-books was high, based primarily on perceived convenience and cost savings. A pilot project using tablets that same spring followed 50 students as they used e-books and other applications on their tablets for an entire semester in chemistry, geoscience, nursing, and English composition. Academic use of the tablet increased significantly over the course of the semester and students reported high levels of satisfaction with the device. In fall 2012, 150 students in six undergraduate courses participated in a second tablet pilot project. All students were provided an Apple iPad's and course-specific applications for an entire semester. Students view tablets as an important academic tool, they benefited from its deep integration into pilot courses, they used them in multiple courses outside the pilot, and the majority supported its inclusion in the e-Warrior program. To further explore how to best integrate tablets into specific courses, we are expanding our pilot program this spring to 400 students in 16 different courses. We have also started a faculty learning community with over 50 faculty members participating called "Tablet Club" that will help prepare instructors for the adoption of tablet devices.

Results from the first two pilots indicate that a tablet can serve an important academic purpose, not as a laptop or content creation replacement, but as a second device used primarily for content consumption and mobile applications both inside and outside the classroom. In our current pilot this semester, for example, students in a geoscience course are using their tablets in the field as tools for data collection that they then connect with their laptops for analysis and reporting purposes. Students and instructors in a computer science course are not only developing tablet applications, but also writing and reading a textbook designed to be accessed via a tablet.

Winona State has made a public commitment to student success through the *Digital Life and Learning Program* and its continued support of innovative pedagogy and active learning strategies employed by faculty. Winona State continues to evaluates the program and improve it to meet the needs of students now and in the future.

Key points - *e–Warrior: Digital Life and Learning Program*

- 15 years of enhancing student success with significant impact on the campus culture.
- Student-centered program based on assessment and feedback.
- Integrated program with consistent software, technology, and support accessible to all students.
- Student and alumni satisfaction 90+%.
- Significant factor in students choosing WSU.
- Expanding program to include mobile content consumption device, without increasing program costs to students.

"A Community of Learners Improving Our World"

APPENDIX A
E-WARRIOR: DIGITAL LIFE AND LEARNING REVIEW COMMITTEE

This committee is comprised of the student members of the Winona State University Student Technology Fee Review Committee (5 members) the faculty and staff members of the All University Technology Committee (AUTC). The committee make-up for the 2012 – 2013 school year is listed below:

Ex-Officio
- Kenneth Janz, Associate Vice President for Academic Affairs and Chief Information Officer
- Ken Graetz, Director for Teaching, Learning, and Technology Services
- Dean Feller, Director for User Services

Student Representatives
- Kyle Stay (Co-Chair)
- Logan Galchutt
- Ian Mireri
- Tyler Treptow
- Samuel Bach

Inter Faculty Organization (IFO) Representation
- Pat Paulson, Professor, College of Business (Co-Chair)
- James Reineke, Associate Professor, College of Education
- Nicole Anderson, Assistant Professor, College of Science and Engineering
- Ann Olson, Professor, Nursing - Rochester
- H "Vernon" Leighton, Librarian, Library

Deans' Council Representation
- Charla Miertschin, Dean, College of Science and Engineering

Administrative and Service Faculty (ASF) Representation
- Tania Schmidt, Associate Registrar, Student Record Services (Registrar's)

Minnesota Association of Professional Employees (MAPE) Representation
- John Yearous, Application Developer, Information Technology Services
- Marc Hauge, System Administrator, Information Technology Services

Middle Managers Association (MMA) Representation
- Dave Gresham, Director Infrastructure Services

AFSCME Representation
- Dustin Tollefsrud, Administrative Assistant, Outreach and Continuing Education

APPENDIX B
LEARNING SPACE READINESS, A CASE STUDY - MATH ACHIEVEMENT CENTER

Investments in innovative learning spaces help integrate the *e-Warrior: Digital Life and Learning Program* tools into classroom activities in such areas as music instruction, graphic design, and teacher education. One particular space we would like to highlight is the Math Achievement Center (MAC)**.** The MAC is located on the Winona State University West Campus. The design is based on the Scale Up model from North Carolina State University; the MAC is a large open space with eight group worktables. Each table can accommodate 10 students and includes a 37" LCD and control system that can display any student's laptop or an instructor-defined source. The instructor station in the middle of the room can accommodate a laptop, document camera, and an iPad. Instructors have full control over what is displayed on the main screen as well as the LCDs at each table. The room has a full sound system, including microphones at each table, and is designed for classroom capture via Tegrity.

This year, the Mathematics and Statistics Department used the MAC to support 19 sections of developmental and introductory math and statistics courses and over 1,000 students. All of these courses are designed around a "blended" instructional approach and student use of laptops and instructional math software, including the ALEKS online tool. All students bring their laptops to every class session and use them to solve problems in a blended, collaborative learning environment.

MAC Coordinator Mike Markegard described the role of the *e-Warrior: Digital Life and Learning Program* in the success of the MAC as follows:

> "The laptop and the support our students receive give them a tremendous advantage over students attending many other universities. I have attended a number of conferences and meetings dealing with course redesign. The biggest obstacle for many instructors in updating their courses is the lack of computer labs or trying to deal with outdated computer labs. Student access to the labs is also a problem. We are very fortunate to have a robust program at WSU. If we no longer had the laptop program it would be like going back in time and teaching like we did 20 years ago. Why would we want to do that?"