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# State Center Community College District Action Plan Report

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# Executive Summary

# Maximize the Ellucian Enterprise Platform

State Center Community College District (The District) has been an Ellucian Colleague client since January 22, 1997 with the shared mission of providing superior services to students, faculty, and staff. Today Ellucian serves over 2,400 higher education clients using the Colleague, Banner or PowerCampus Enterprise (ERP) system. The Colleague system purchased by The District over 15 years ago includes the Colleague Student, Colleague Finance, and the Colleague Human Resource and Payroll systems.

Dr. George Railey, Vice Chancellor, Educational Services & Institutional Effectiveness at State Center Community College District, engaged Ellucian to evaluate the overall use of your Ellucian solutions by institution staff and determine where opportunities exist to increase efficiencies and maximize return on investment. The primary objective in conducting the Action Planning evaluation process is to align the institution's goals with actionable initiatives that will result in increased productivity and resource savings over time.

Key outcomes of the Action Planning process are to:

- Improve utilization and efficiencies of the Ellucian Solutions
- Explore new technologies that will enhance staff, faculty and student success
- Establish a support structure to sustain future success

On September 4 and 5, 2013, Ellucian Business Advisor Sharon Keith, conducted the on-site Action Plan discovery interviews with end-users, students, faculty and the district's leadership team. An online survey was completed by over sixty staff in preparation for the on-site discovery interviews. We have evaluated the information obtained from both of these engagements and present our findings along with our prioritized recommendations and a suggested timeline to maximize your Ellucian enterprise platform and meet your strategic goals, in this report.

- Several high-level observations from these engagements include: Staff is highly motivated to improve the use of Colleague and become more efficient
- Most staff noted a significant lack of training in the use of the system's basic and advanced features resulting in a heavy reliance on IT to find the answers
- Majority of processes are paper-based with minimal use of rules to automate
- Staff has strong reliance on IT for report creation and query support. The current reporting production requires extensive manual manipulation and IT intervention.
- Faculty and office staff expressed a desire to extract data and run their own reports
- Reporting requests & some department process setups are centralized to IT & IR
- Shadow systems in Excel, MS Word and Access still exist
- Increasing self-services for students such as advising is essential

The Action Plan findings and recommendations represented are focused on strengthening operational excellence and improving the student experience to support the continued growth and success of State Center Community College District. At Ellucian, we appreciate the opportunity to collaborate with State Center Community College District. We are confident that this engagement will provide a roadmap that fosters institutional effectiveness and aligns technology with institutional goals at The District.

# State Center Community College District's Strategic Goals

The following are specific goals identified in the 2012-2016 State Center Community College District Strategic Plan that can be supported by maximizing your Ellucian enterprise education platform. Ellucian's solutions are intended to support the achievement of these goals using the most cost effective and integrated technologies and business processes.

STATE CENTER COMMUNITY COLLEGE DISTRICT GOALS		ELLUCIAN RECOMMENDATIONS
<b>GOAL 1</b>	Student Success	<ul style="list-style-type: none"> <li>Build communication tracks to expedite intervention of at-risk students</li> <li>Determine specific and measurable student success objectives</li> <li>Define student success key performance indicators, targets, and initiatives</li> <li>Create plans that align departmental efforts with retention and success goals</li> <li>Create an evidence-based system to identify and support at-risk students</li> </ul>
<b>GOAL 2</b>	Student Access	<ul style="list-style-type: none"> <li>Help staff communicate with students and each other</li> <li>Provide a complete and accurate view of a student's account to improve the student experience</li> <li>Provide students with mobile access to campus information</li> </ul>
<b>GOAL 3</b>	Teaching and Learning Effectiveness	<ul style="list-style-type: none"> <li>Save time and money by streamlining faculty and staff administrative tasks in the Blackboard application</li> <li>Provide faculty, staff and students access to activities and information associated with online learning through a single easy-to-use interface</li> </ul>
<b>GOAL 4</b>	Communication	<ul style="list-style-type: none"> <li>Help staff communicate with students and each other</li> <li>Provide faculty, staff and students access to activities and information associated with online learning through a single easy-to-use interface</li> </ul>
<b>GOAL 5</b>	Organizational Effectiveness	<ul style="list-style-type: none"> <li>Engage in activities which give State Center Community College District a 360 degree view of the tasks, people, and technologies needed to perform a business process.</li> </ul>



# Challenges and Recommendations

## Onsite Discovery Results

State Center Community College District has been an Ellucian client since January 22, 1997 and has achieved significant results and progress in many areas throughout the campus including Financial Aid, Admissions and Records, Student Life, Financial Services, Human Resources and Payroll, and Institutional Research, all of which participated in the onsite interviews.

Since that time, Ellucian has continued its commitment to institutions such as State Center Community College District by developing powerful new functionality, capabilities and service offerings that will enhance the overall performance and efficiency of the solutions currently in place at State Center Community College District.

During the onsite discoveries we heard specific business challenges described by participants across campus. This section provides additional detail about these onsite discoveries as well as Ellucian's recommended initiatives for success in meeting them.

Our recommendations are focused on solutions that result in increased staff efficiencies and automation that will support a culture of continuous process improvement. The objective is to provide actionable initiatives that will focus your efforts on enhancements that are directly aligned with your institutional goals. These recommendations are based on years of best practice experience with hundreds of institutions such as State Center Community College District in combination with the information gathered during the onsite discoveries.

Our goal is to help the District capitalize on available solutions to achieve institutional excellence and student success. By addressing these challenges as part of a holistic Action Plan, State Center Community College District will be better prepared to face today's emerging trends and will be more agile to handle tomorrow's unique challenges.

Today's higher education administrators face increasing demands to be more effective and accountable when managing their institution. It's never been more important to build a culture of proactive leadership based on individual ownership and accountability.

By creating this culture shift at State Center Community College District you will be positioned for the rapidly evolving future of education—with more efficient processes, increased student satisfaction and retention, improved employee morale, and noticeable campus-wide progress toward priorities and business goals.

## Increase Efficiencies and Improve Automation

In the face of dynamic change, faculty and staff must learn to adapt quickly and act strategically in order to accelerate institutional effectiveness and achieve results at your institution. Unfortunately, many departments at State Center Community College District have numerous long-term employees who are used to doing the same things in the same ways, and they often don't have the time or ability to implement new capabilities and processes to increase their operational effectiveness.

Today's budget challenges have all institutions looking to "do more with less." Your mandate is to offer more and better services to students and staff, while at the same time reducing your institution's costs. It's never been more imperative to automate the entire student lifecycle—from when a student is first enrolled to relationship management after a student graduates.

By enhancing the use of existing solutions you can leverage numerous automation features to cut down on your staff's cumbersome (and often error-prone) manual processes. Automation provides a more repeatable, reliable, and efficient means for things such as communicating with your students and printing reports, schedules or bills that are needed on a regular basis.

An aggressive and targeted plan to help you optimize your investment in Ellucian technology, streamline your campus-wide workflow, and automate your strategic business processes will enable everyone on your staff to reduce the total cost of ownership of your technology and offer better service to students.

Unfortunately, many departments at State Center Community College District are not taking advantage of existing automation features and instead are relying on manual, paper-based and batch processing efforts to accomplish critical tasks.

### **Findings:**

- Grades are being turned in via “micrograde” or Excel but not integrated into Bb
- There are 3 different grade submission tools and they are not integrated into Colleague
- Creating sections in Bb is not dynamic with Colleague section creation
- Scheduling classrooms is very manual and takes up to 12 people every semester
- All departments could benefit from Business Process Analysis to streamline workflows and eliminate bottlenecks
- The Foundation and Grants Office needs to ingrate grant financial activitiy with Colleague and IT Works

### **Recommendations:**

- Evaluate the Ellucian Intelligent Learning Platform which consists of the Portal, Gradebook and the dynamic connector to Bb to eliminate multiple grade entry and streamline section creation process in Bb.
- Evaluate a course scheduling software like Ad Astra or Series 25 (Schedule 25) to eliminate manual scheduling.
- Consider Business Process Analysis for each department along with Software Usage Audits to create higher efficiencies in each department and provide a detailed analysis of Colleague utilization.
- Need to evaluate Projects Accounting for the Foundation Office to automate their grant financial activity with Collague Finance

### **Benefits:**

- For efficiency, State Center Community College District wants to see a learning management system adopted widely. But with so many different campus constituencies, achieving that goal can be challenging. There is a need to streamline the time faculty and staff spends on tasks like developing courses, managing content, fostering collaboration in courses, entering grades, and validating data.
- By engaging with institutional stakeholders and leadership, Ellucian process experts can help you identify “future state” business processes that support your strategic goals and then deliver the tools you will need to support those business processes with agility and efficiency. We deliver a clear set of initiatives, action items, and requirements to help you achieve your future state model.
- By working with Management Consulting team, you can eliminate obstacles, control non-discretionary spending, and use resources in the most strategic way possible to fulfill institutional priorities.



## Improve Self-Service

As the generational and cultural shift moves toward 24/7 self-service offerings, it is increasingly important to offer high-quality self-service tools for your students, staff and faculty.

To enhance operational excellence, State Center Community College District must deliver online access to virtually any information your constituents need at any time of the day or night.

Ellucian's online self-service solutions empower your institution to offer a full spectrum of online services through innovative business workflows and sophisticated forms. During the evaluation process, however, we identified that many of these tools are either not fully providing the intended impact or have not been implemented at all.

When you deliver reliable self-service solutions, students, staff and faculty no longer need to wait for assistance and satisfaction will be significantly improved at State Center Community College District.

Capitalizing on self-service solutions is also an effective way to decrease demands on your administrative staff by reducing the number of calls and visits for routine requests. This enables staff to focus on individual students and more strategic initiatives that will increase institutional efficiency and student success.

### **Findings:**

- Students complained about the lack of information accuracy in Web Advisor
- Student complained that access to student data is poor. Most students have smart phones, but a good number of student have no tools available outside of campus.
- Students need a current and dynamic program evaluation (using degree audit)
- Students need an advising tool that provides a degree audit evaluation at the beginning of their enrollment and throughout their matriculation in the degree program. Currently, this is done when the student request a graduation verification.

### **Recommendations:**

- Provide the support students need to stay engaged
- Strengthen the advising relationship
- Provide an easy and intuitive course scheduling solution

### **Benefits:**

- Colleague Student Planning helps students stay on track to earn a degree by highlighting what a student needs to complete a program as well as what they have taken to date. This gives students a greater sense of control over their academic planning process, and it allows them to explore a wider range of subjects than they might normally choose. And, it frees valuable student advisor resources so they have more time to make the most of their interactions with students. In addition, Colleague Student Planning helps students track federal aid eligibility so they have a better chance of applying for, and getting, the financial help they need.
- Colleague Student Planning user interface appeals to students who are accustomed to a streamlined and on-demand user experience. Users can export their list of required courses to various calendaring tools, so students can conveniently view their registered courses in their mobile devices.

## Improve Utilization of Existing Functionality

We have identified several areas where State Center Community College District is not currently taking full advantage of Colleague's capabilities and system-wide integration. Our recommendations are focused on taking actions that result in increased staff efficiencies and process automation to support a culture of continuous process improvement. The objective is to provide actionable initiatives that will drive staff efficiencies and student success—both immediately and over a multi-year rollout period.

Based on our evaluation the recommendations below represent opportunities for State Center Community College District to optimize current technology solutions and take full advantage of the solutions already in place.

Ellucian's proposed methodology for improving utilization and effectiveness of your existing solutions involves bringing our experienced subject matter experts onsite to consult and implement best-practice business processes as they pertain to new solutions and advanced functionality within the existing system.

Our approach for State Center Community College District is prescriptive, with a commitment of focusing on current industry best practices and regulatory compliance.

### Findings:

- Counseling and Advising:
  - CASM – Reevaluate office code access for DSP&S. When data is entered on a student “owned” by one campus, it's not reading data entered from another campus.
  - Challenge with not being able to run reports
  - Academic probation needs some rules set up so that when a student passes the ap quiz, Colleague would recognize the test score and remove the registration hold
  - DSP&S is keeping a shadow database, but entering data in CASM. This needs to be explored to eliminate the shadow system and make Colleague the only system of record.
  - Review the academic standing rules and need for XSACS versus SACS
  - Use TSUM for storing on line probation workshop or NONC to populate CASM when student passes (see line item 1 above)
  - Review the business policy of allowing curriculum changes all year long. This policy makes it difficult to keep degree audit correct.
  - Needs business process analysis for moving graduation audits from the end of a student's matriculation to the beginning at admissions so degree audit and student planning will work.
- Admission and Records
  - Consider using AAI as an automatic import process from CCC Apply to Colleague
  - Clean up students who have multiple active academic programs but haven't enrolled in one year after application.
  - Use Communication Mgmt to contact students who applied but didn't register
  - Catalog rights management – need to end programs after two years of no enrollment because the student no longer has the rights to that catalog
  - Currently do not enter external transcript details (using a workaround for FA but it is not fully accurate and requires manual entry).

- Need to use a “W” enrollment status for students who withdrew after census. Currently using a “D” which is meant to be used only during the add/drop period.
- Wait List – Need to implement batch process and use comm mgmt to contact students on wait lists
- Use Registration Verification (RGVE) for studnets who didn’t pass prerequisites rules
- Use Regisrtation Priority (SREP) instead of misc. fields to keep history of registration dates and times
  
- Financial Aid
  - Desire to personalize Communications Management to students rather than generic letters
  - Awarding rules haven’t been reviewed since implementation
  - SAP is very manual and lots of missed students
  - SAP appeals process is very manual
  - Currently keying in 1500 manual entries into AIDE from the loan worksheet
  - Not currently using auto packager
  - Need to have transfer credits/external transcripts entered upon matriculation, not at graduation check as it affects FA compliance
  - Working on Finance Student Views to go live in Dec 2013.
  
- Financial Services
  - Want to use online requisitions but Colleague function doesn’t work with current GL structure.
  - Spending one week a month comparing time sheets with paper absence reports
  - Would like to use Projects Accounting but need to free up GL digits which requires a GL chart of account restructure
  - 1 week a month is spent comparing paper sign in sheets with paper absence sheets.
  - Desire to have imaging to attach procurement documentation
  - Desire to email purchase orders, explore formatting PO forms to see if an issue
  - Desire to implement on line receiving
  
- Academic Deans
  - Currently doing doing double data entry for grades and attendance
  - There are 15,000 outstanding individual grades every semester.
  - Desire to eliminate grading sheets in PDF and eliminate double data entry
  - Desire to eliminate attendance tracking on paper
  
- Human Resources
  - Desire to use Comm Mgmt to improve tracking of HR related documents
  - Desire to have leave requests on line set up. The district own this function

- Desire to use Benefit Enrollment On Line. 1100 employees with benefits that are manually touched each year.
- Desire to use the PJSS form to enter employee job skills, training, etc.
- Student Life
  - There are issues with billing set-up for housing which is causing a delay in billing
  - There is an issue with term generated fees not refunding correctly
  - The sponsor billing process is refunding the incorrectly refunding the sponsor
  - Desire to batch update campus organizations for honor students in AASM form

**Recommendations:**

- Increased use of Communications Management
- Enroll in Financial Aid Communication Management Training
- Implementation of workflow for the Student and Human Resources Modules
- Utilization of auto packaging for all aid
- Create a working cross-functional group to set up parameters and test Finance Student Views
- Need to review SAP set up and processing
- Need consulting on Return of Title IV Fund (R2T4) process for summer term
- Recommend revising the GL account structure especially with the addition of a 3<sup>rd</sup> campus
- If GL structure is changed, the Online Requisitions should be implemented
- Fully implement Web Time Entry to other constituencies besides student workers
- Explore using batch termination and rehire rather
- Recommend Software Usage Audit for Admissions and Records, Financial Aid, and follow up consulting
- Need Business Process Review and/or consulting on setting up course sections, assigning faculty, calculating load and paying faculty
- Need consulting on copying over sections in different departments each semester
- Explore using Pooled Budgeting
- Explore entering tentative budget information in BDGT rather than on paper
- Student life needs consulting to fix term generated fees and sponsor billing set up
- Need to explore using Cohorts function (CHGA) for the 15 different learning communities that are being tracked in a variety of ways. Would also help Institutional Research in their reporting efforts.
- Institutional Research needs a data standards procedure/policy
- Institutional Research needs for Colleague to be the only official record database and eliminate the ancillary databases and paper files which contributes to missing data in their reports.
- Foundation and Grants needs training on how to code TREO students
- Foundation and Grants need to explore using cohorts for their tracking and reporting needs

## Establish a Support Structure to Sustain Success

Creating a strong support structure and a culture of continuous learning will help State Center Community College District achieve and sustain long-term success with its Ellucian solutions. Our evaluation State Center Community College District's current technology infrastructure has uncovered several opportunities for strengthening processes and culture to achieve maximum results over the long term.

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- Promote cross-functional teams when process mapping the multi-department initiatives.
- Standardize end-user documentation and store documents on the Portal
- Schedule "Ellucian Fridays" for end-user collaboration and testing in the lab
- Encourage networking through participation in on-line forums, attending Regional and National Ellucian conferences, etc.
- Schedule monthly "Lunch & Learn's using the eLearning Subscription Library
- Document end-user procedures
- Move to a culture of planning, accountability and timelines
- Commit to funding annual training and user conferences for staff
- Assign a project manager to lead, track and monitor this plan



Let's Get Started

## Realizing the Strategic Vision

Executive leadership at State Center Community College District must commit to aligning people, processes and technology to effectively accomplish the strategic goals and vision of the College. This commitment will be evidenced in allocating of financial and human capital resources to projects that position the District for continued success. No individual division, department, or executive leader can assume the challenge alone. The District as a whole must commit to pursuing the vision as a cohesive unit.

In this time of budget reductions, stagnant enrollments, and outcomes-based funding models, the time to evaluate and improve business processes and explore reallocation of resources has never been more critical. Ellucian believes that executing the recommendations presented in this Action Plan will result in substantial staff productivity gains and an enhanced and more personalized user experience for students and staff.

The journey begins with the excitement generated from this assessment and the recommendations it contains. Success will be realized when District leadership and stakeholders move from reading this report to taking action to implement change.

## Next Steps

In higher education change is happening on every front and the pace is accelerating like never before. Like most institutions, State Center Community College District is struggling to keep up with rapid-fire changes in regulations, technology, student demands, staff attrition, teaching and learning advancements and much more. Ellucian solutions can help you manage change and handle increasing demands by automating critical processes, streamlining workflows, and ensuring better compliance with regulatory mandates. Additionally, with the move toward expanded offerings and enrollment growth, the time to evaluate and improve business processes has never been more critical.

With the move toward expanded offerings and enrollment growth, the time to evaluate and improve business processes has never been more critical. Ellucian believes that executing the Action Plan presented to State Center Community College District will result in substantial staff productivity gains and an enhanced and more personalized user experience for students and staff.

Next steps to begin driving results are:

STEP 1: PRIORITIZE ELLUCIAN RECOMMENDATIONS

STEP 2: EXECUTIVE TEAM APPROVALS

STEP 3: DEVELOP PROJECT PLAN

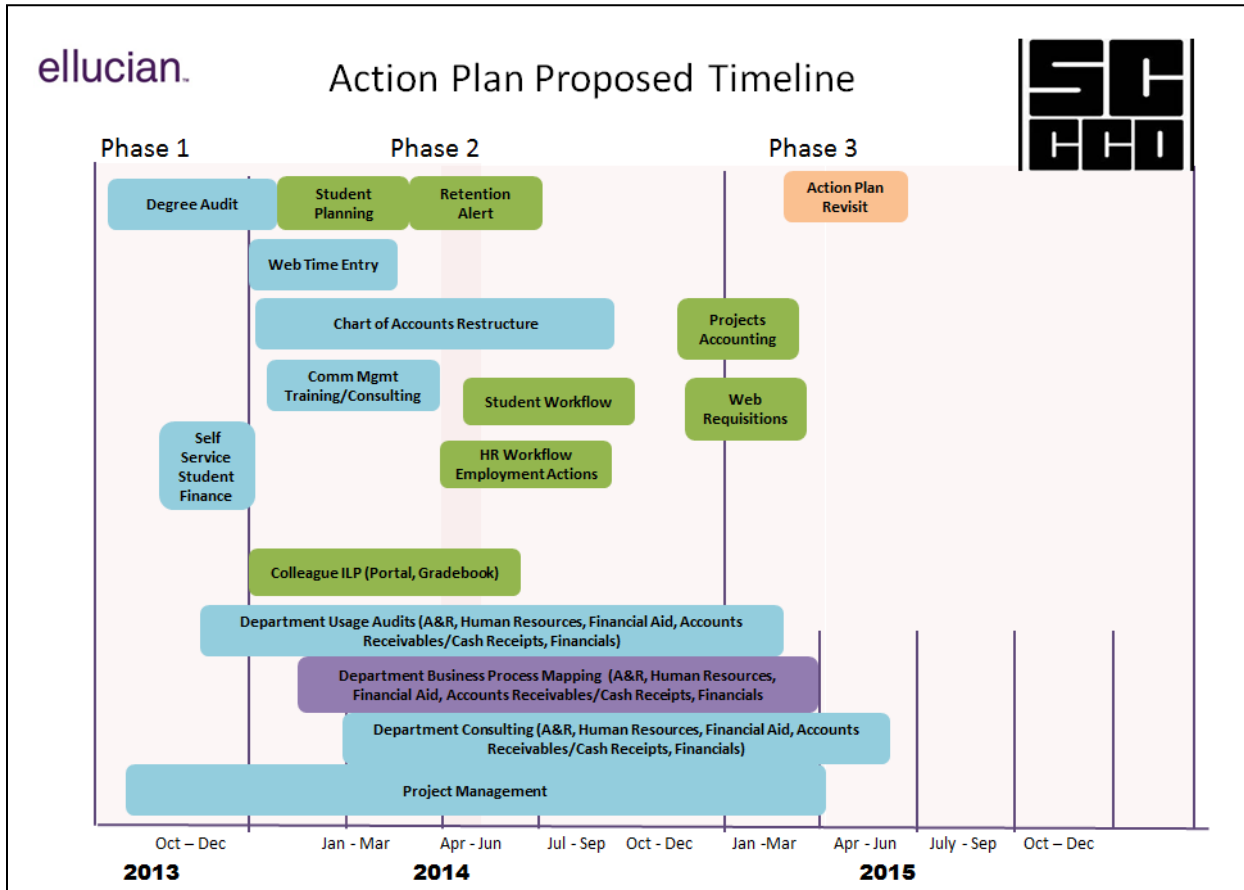
STEP 4: ALLOCATE RESOURCES

We welcome the opportunity to partner with State Center Community College District in defining and achieving best-in-class models of operational excellence and student success.

Let's get started.

# Timeline

Based on the Ellucian findings of the State Center Community College District engagements, Ellucian recommends the following optimization timeline to support these projects. This timeline is a living, breathing document, and the project manager will work closely with all key stakeholders and leadership to adjust as necessary to ensure institutional success.







# Appendices

## Ellucian Strategic Technology Solutions and Professional Services

State Center Community College District and Ellucian have been partners for sixteen years. During that time Ellucian has continued our commitment to providing expanded capabilities and campus-wide solutions which will better serve your institution.

Our singular focus is on helping educational organizations such as State Center Community College District succeed in today's dynamic environment. As such, we have leveraged our long-term collaboration with our clients and the broader education community to develop solutions that drive innovation across the student lifecycle.

Investment in progressive technology will help the College achieve student success and operational efficiency. The Action Planning process helps to align those investments to achieve stated strategic and long term institutional goals.

As the demand for proficiency and efficiency grows at your institution, it is critical for you to find creative ways to work more effectively and achieve results. Ellucian Services provides a broad range of consulting options to help you align your institution's tactical efforts with your strategic goals, processes, culture, and resources. That's how we ensure that every step your institution takes is a step in the right direction.

Our evaluations during the Action Planning process at The District have uncovered several opportunities where investment in new solutions can deliver significant return on investment over the course of this Action Plan. Descriptions of the most strategic recommended solutions have been provided below.

Additional information on all recommended solutions can be found at <http://www.ellucian.com/Solutions/A-Z/>. Please contact your Business Advisor, Sharon Keith, for additional information.

### **COLLEAGUE INTELLIGENT LEARNING PLATFORM (ILP)**

ILP is designed to support the teaching and learning mission on your campus for both students and faculty. It is built on the Portal and provides seamless integration between the system of record and a course management system (such as Moodle or Blackboard). This gives your institution a cohesive teaching and learning solution that optimizes business and academic operations, reduces total cost of ownership, and presents the ultimate learning experience for students.

### **PROJECTS ACCOUNTING**

The Projects Accounting module provides the ability to track charges from AR invoices and AR payments from cash receipts to projects. This includes the functionality of processing non-AR cash receipts and allows for the recording and reporting of revenue related to projects through the use of AR invoices and cash receipts.

### **COLLEAGUE RETENTION ALERT**

Retention Alert helps you proactively identify at-risk students and leverage an early alert system, automated case management, workflow, communication triggers, and documented actions to improve student retention on campus.

### **COLLEAGUE SELF-SERVICE**

Self-Service Student Education Planning transforms the student experience by helping them explore and compare different programs

## STUDENT EDUCATION PLANNING

and make better/easier decisions about what courses to take and when. It is designed for advisors to approve and document student's course plans for the upcoming term or terms. Advisors review educational plans online, detailing each student's course requirements needed to complete a degree, and allowing students the convenience of accessing their plans 24x7 via WebAdvisor. Registration can be limited to the approved educational plan, if so desired, with Registration Rules. Progress is mapped for each student's course requirements enabling institutions to more accurately forecast course demand, allocate appropriate resources, and more efficiently use those resources.

## ELLUCIAN APPLICATION CONSULTING SERVICES

At Ellucian, we offer the implementation services your institution needs to help build a solid digital framework and get the absolute most out of your technology investments. Thanks to our proven methodology, our team of consultants works with you to determine an implementation plan that keeps your campus online throughout the entire implementation process. And because of our extensive experience working with institutions of higher education like yours, we're adept at delivering on time—and on budget—implementations that maximize the value of your investment.

### **Project Management**

To make sure your projects are strategically implemented, on time, and on budget, Ellucian developed a formal process to manage your project through its full life cycle.

### **Ellucian Delivery Methodology**

Our unique methodology, developed specifically for higher education, is based on a collection of best practices and Project Management Institute (PMI) standards. This methodology is used by our delivery teams to implement all of our customers' projects, whether large full-scale ERP systems or specific project components. It allows us to establish clearly defined controls and project deliverables to ensure that deadlines are met, budgets are adhered to, and quality is preserved.

This approach enables you to maintain management oversight of critical, enterprise-wide projects, while we help you conduct the best possible implementation.

### **Program Management Office**

To ensure that our processes and standards always stay in check—and so our customers' implementations stay consistent and on target—we run our project management and delivery services through a program management office that defines and maintains

## **BUSINESS PROCESS MODELING**

policies and standards. That way, our project managers have the controls they need to assure our partner institutions experience a thoroughly effective implementation.

This activity is core to our Revitalization Services program. Our consultants work with key players across your institution to review and define business process models, including the departments and individuals involved at each point in the process. At the same time, we identify and document what technologies are being used (or are not being used) to support each step in the process.

On-site sessions are delivered by Ellucian consultants working with institutional personnel to determine the future state of the key processes. Together, we:

- Define the process
- Identify inefficiencies
- State the process goals and align the process to the strategic goals of the institution
- Identify the people and technology critical to the success of the process
- Identify initiatives, actions, and steps to achieve the future state

## **ELLUCIAN MANAGEMENT CONSULTING SERVICES**

Ellucian Management Consulting provides your institution with structured, comprehensive access to our resources and expertise. We offer dedicated on-site leadership, flexible remote services, and access to specialists with expertise in key higher education technologies. By working with our partner institutions in this way, we can help eliminate obstacles, control non-discretionary spending, and use resources in the most strategic way possible to fulfill institutional priorities.

### **Planning**

Fundamentally, our consultants work with our partner institutions to plan out every aspect of implementation and set expectations with key stakeholders along the way, for full buy-in and to ensure there are as few surprises along the way as possible.

### **Transforming**

We also work to ensure that our partner institutions achieve the operational efficiencies that can transform how they do business, assuring that their investments have all the desired impacts they're seeking.

### **Performing**

To make sure each institution gets the most out of their technology investment, we provide service-level agreements, capture and reporting of metrics, improvement plans, and escalation processes, ensuring consistent and predictable performance.

### **Emerging**

Of course, our engagement doesn't stop with implementation and fine-tuning. At Ellucian, we also offer a forward looking approach to consulting where we analyze trends in higher education and help institutions map to the future.

### **Enterprise**

No matter what technologies your institution puts into place, we make sure they can scale to fit your needs—no matter how large your institution is.

### **Advisory Services**

Ellucian also offers extensive advisory services to help manage every aspect of your technology investment, providing needed breadth and depth of skill, and giving your institution a chance to fully leverage our experience with customers and institutions from across higher education.

## **ELLUCIAN MOBILE**

ELLUCIAN MOBILE is a comprehensive and extensible mobile platform that provides you with a complete mobile ecosystem that supports the mobile strategy that's right for your institution. With Ellucian Mobile, you can deliver a complete mobile solution that can be easily integrated with existing—and constantly evolving—IT platforms and strategies, controlled to look the way you want, and extended to include any additional mobile service you believe are important to your constituents – from bus schedules to library integration. Ellucian Mobile provides you with implementation and customizations options and leverages common and standard mobile framework – native and Web all to achieve the best user experience. Ellucian Mobile is true to the Ellucian XE vision. It's a comprehensive mobile platform that will evolve with an ever changing mobile and higher education world while protecting your investment.