

Choose an ERP That Can Help Francis Marion University Deliver Excellence in Teaching and Learning

Solicitation 5400010443
Enterprise Resource Planning (ERP) System

February 10, 2016
Technical Proposal



ellucian®



Proposal for Francis Marion University

Solicitation 5400010443

Technical Proposal

February 10, 2016

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February 10, 2016

State of South Carolina
ITMO, Div. of Procurement Services
Attention: Solicitation Number 5400010443
Donna J. Potts, CPPB, Procurement Manager
1201 Main Street, Suite 600
Columbia, SC 29201

*Reference: RFP for Enterprise Resource Planning System, Solicitation Number
5400010443*

Dear Ms. Potts:

Francis Marion University has critical ERP needs and Ellucian is ready to help today. Ellucian's mission is to help students succeed. We believe that with our tested integrated information system and extensive experience in the South Carolina higher education market, Ellucian can meet Francis Marion University's requirements while forming a successful collaborative partnership for decades to come.

Ellucian addresses your objectives with Colleague, our integrated, web and date-driven solution. Your Francis Marion University can benefit from the Colleague solution's integration, flexibility, and power to address the complex administrative requirements presented in your thoughtful RFP. When you consider the breadth of our product offerings and the successful partnerships we have formed to successfully implement Ellucian solutions, in South Carolina, Ellucian is the choice for addressing your current and long-term strategic objectives.

We look forward to discussions with you as we seek to refine our proposal and, ultimately, welcome Francis Marion University into the Ellucian family.

I will plan on calling you approximately one week after the proposal close date of February 5, 2016, to discuss the next steps in your procurement process. Upon review of this document, if you have questions or require additional information before then, please contact me via email at Eric.Munro@ellucian.com or by telephone at (913) 710-5720.

Sincerely,

A handwritten signature in black ink, appearing to read "Eric Munro".

Eric Munro
Account Executive

SECTION 1

Executive Overview

Your offer should include a summary of the proposed solution that reflects your understanding of both the state's needs and how your solution will satisfy those needs. Please explain your overall approach to the management of this effort, including a brief discussion of the total organization (structure and relationships among personnel and consultants/subcontractors).

Francis Marion University prides itself on being a comprehensive institution, rooted in South Carolina's culture of accomplishment, which provides an excellent education, stimulates inquiry and research, and serves the Pee Dee region and the Palmetto State. Ellucian has a long and successful history with our South Carolina clients, and we very much look forward to working with Francis Marion to address the critical issues you cited in your detailed RFP. Some of the mandatory goals of the new ERP system include:

- Provide accurate information in real-time;
- Create a seamless integration between technology and learning; and
- Have a positive impact on staff and faculty development and satisfaction.

Ellucian Colleague, proposed to address the high-level goals of your RFP as well as the many drill-down requirements, supports the business processes of your institution through state of the art technology, tight integration, a user-friendly interface, and the excellent Ellucian staff standing behind our products and services. Francis Marion University needs a solution to address strategic enrollment management, teaching and learning, performance and operational management, and strategic planning – which provides real-time data that is easily accessed, while protecting the important security needs of your institution.

Colleague covers a the above mentioned areas of your business and offers the following integrated solutions — Colleague Student and Financial Aid, Colleague Finance, and Colleague Human Resources — that capitalize on powerful, shared, comprehensive data. Colleague delivers features specifically developed for higher education. You can securely maintain and manage personal and organizational demographics. You can also integrate data and applications across your campus enterprise to help you communicate efficiently with all your constituents, and ultimately save money by automating, tracking, and recording all your correspondence—recruitment letters, financial aid award notifications, employee applications, and employee benefit notifications.

The method Ellucian uses to help implement your new investment and train your users is as important as the software itself. As described in Section 3, Ellucian's Implementation Methodology includes four project management segments—initiation, planning, execution, and transition/close— and represents

how we accomplish the objectives of the implementation. Ellucian leads activities in each phase using templates tailored to Francis Marion University for this specific project.

Because of our experience we know the importance of having a structure, as well as monitor and control procedures as the two pillars of a governance strategy. Our governance focuses on monitoring and control of the project from a macro level to ensure that we are achieving the project milestones and continuously following the Project Management Institute's standards (PMBOK). We also survey team members after each phase to identify issues so that corrective actions can be determined.

Please see Section 3 for a detailed look at how we will implement the solution, train your users, and structure the teamwork environment to cost effectively provide services that will help keep your project on-track while mitigating risk.

We appreciate your including the results of Collegiate Project Services' "Business Process Study" dated June 30, 2015. Your forethought in participating in such important assessment before the implementation of a new enterprise system is commendable. In support of your efforts, Ellucian has included a chart that shows which issues from the study can be addressed using Ellucian's solutions. Please see Section 6, Exhibit E.

Ellucian has worked hard to provide the details Francis Marion University needs as you weigh the merits of our solution. We look forward to discussing our proposal with you and providing additional insight into our company and offerings as you progress through the procurement process.

SECTION 2

Functional/Technical Overview

Your offer should include a summary of the proposed technical solution with enough detail to demonstrate an understanding of the current environment and scope of the project.

Describe how the proposed solution will improve the University's current environment by: replacing the legacy system with a single, integrated system encompassing all the major functional areas of the institution; seamlessly integrate with existing third (3rd) party vendors; providing a more "user-friendly" system that will improve the user experience for students, faculty, staff, parents, and donors improving the accuracy, availability and security of critical system data; automating and streamlining processes that will eliminate manual and duplicate efforts.

Ellucian has thoroughly read the current state of technology and process at Francis Marion University, and, more importantly, we understand where you want to be. After several hundred Colleague ERP implementations, we know we have the integrated solution you need and the professional implementation and training staff to help you maximize your investment and get you up and running with market-leading speed. We have responded to all of your RFP requirements with the detail you would expect from a market-leader, and we have provided the Colleague overview below to help you better understand how the Ellucian solution is the right fit for Francis Marion University.

There's no question that higher education institutions like yours face complex challenges, especially with an older legacy system. With educational attainment a global priority, the need to re-imagine the education experience has never been greater. For many, technology is already shaping the universe of possibility for tomorrow's students and is a key strategy for addressing financial, administrative, and operational challenges. The increasing demand for new technology such as high speed wireless, mobile apps, and online courses, combined with increasing demand for student support services and insightful analytics, means that refreshing your campus' IT infrastructure is a cost-effective way to help you close budget gaps, improve performance, and stay current and competitive.

Colleague Is the Right Solution for Francis Marion University

Ellucian is committed to developing solutions that meet your changing needs. That's why we offer Colleague, a fully integrated constituent management system that connects the many critical areas institution to help improve departmental workflows, business processes, productivity, and efficiency campus-wide. By providing the flexibility to choose the technologies that best meet the unique requirements of your university, Colleague enables you to cultivate a strong and healthy information

technology environment—one that adapts to emerging technologies and an ever-changing higher education landscape.

Colleague Provides the Flexibility You Need

How can you meet immediate needs and still evolve your campus to meet long-term goals? The right technology can help your institution meet your critical RFP requirements with greater agility and create a more sustainable future for your campus community. Ellucian's solution portfolio (which addresses the major functional areas of your RFP) is guided by a technology vision that supports improved functionality, better integration, more agile development, expanded points of access for your constituents, and innovative delivery methods. That vision, the Ellucian Extensible Ecosystem (XE) is grounded in common principles, standards, and services. Ellucian XE wraps a robust API and web services strategy around Ellucian's core ERP platforms, including Colleague by Ellucian, so that you can optimize and extend your digital campus. This approach helps you deliver the features and functionality your constituents demand to sustain the business processes that make your institution unique. Because Ellucian XE supports deeper and richer integration at many inflection points, you can support a multimodal user experience including self-service portals, mobile, interfaces for power users, and applications in the cloud, extending your digital campus in ways that make sense for your institution, your business processes, and the constituents you serve.

Integrated Data Gives You the Critical Overviews

It's one thing to have a wealth of data. It's entirely another to be able to access it, understand it, and apply it to make fact-based decisions to help Francis Marion University with its important day-to-day tasks, as well as long-term commitments. We understand the emphasis Francis Marion University has placed on this point throughout your RFP. Ellucian supports the business processes of your institution: strategic enrollment management, institutional advancement and marketing, teaching and learning, performance and operational management, and strategic planning. Colleague is mapped across all of them and provides fully integrated solution areas—Colleague Student and Financial Aid, Colleague Finance, and Colleague HR—that capitalize on powerful, shared, comprehensive data. Colleague by Ellucian delivers features specifically developed for higher education. Beyond securely maintaining and managing personal and organizational demographics, you can control communications management, and much more. With Colleague, you can integrate data and applications across the campus enterprise to help you more effectively plan and schedule facilities for future use. You can communicate efficiently with all your constituents, and ultimately save money by automating, tracking, and recording all your correspondence—recruitment letters, financial aid award notifications, alumni donor campaigns, employee applications, and employee benefit notifications, to name a few.

Make Better Decisions with Reporting and Analytics

With more stringent expectations around transparency and the growing focus on measuring and documenting performance, outcomes, and compliance, having instant access to timely, reliable, and useful information is key. At every level of Francis Marion University, your professionals depend on accurate and timely data to solve decision-support issues. Ellucian reporting solutions enable you to

easily organize, filter, and present data so it can be better interpreted and acted upon. It's difficult to manage increasing information demands or create an analytic solution with limited staff. We offer a suite of analytics solutions that turn raw data into actionable information that can be used to promote tactical and strategic, data-based decisions. These sophisticated reporting and analytics solutions are easy for decision-makers to use— solutions that ensure that everyone across the enterprise is using accurate and consistent data to achieve institutional effectiveness— whether performing ad hoc queries or examining performance trends over time.

Extend Your Student Services Offerings

Today's students expect online self-service options. With Colleague, you can offer integrated solutions with easy-to-use interfaces that help you attract, retain, and engage students, improve student success and graduation rates, and cultivate lifelong relationships. Countless tasks can be completed online, reducing the time your staff spends in these areas so they can focus on working directly with students and employees. Students can securely register and pay for classes, check their calendars, view grades, and get copies of transcripts, at any time. Faculty members can post grades and manage advisor information. Your staff can manage their personal information, view benefit histories, and more. Vendors can securely check the status of orders and payments— all online at any time, day or night.

Better Your Communication Ability

Colleague removes the need to navigate multiple networks and systems by offering every constituent (on campus and off) a role-based portal and singular user experience. Because the portal is integrated with services and data elements in Colleague by Ellucian as well as single signon to third-party applications and reporting tools, you don't have to jump between multiple systems, databases, and screens looking for data. Instead, you'll spend more time connecting points of information to produce valuable analyses. This web portal provides a unified gateway to campus networks that can be accessed using a computer, tablet, or smart phone. Administrators can create data dashboards to view key performance indicators across campus, faculty can access and share learning materials, students can retrieve grades and create schedules, and students can view bills and award letters and make payments. In addition, this portal provides online forums for campus groups to collaborate and communicate.

Boost Efficiency with Built-in Workflows and Automated Processes

As federal and state grants continue to shrink while incoming classes grow, you need to accomplish much more with a lot less. Colleague automates countless day-to-day activities to keep critical processes like payroll and benefits on track and helps you balance increased student demands with decreased resources and cut costs while improving the educational experience. With Colleague, administrators can print student statements quickly and easily. Integrated data eliminates duplicate entries and redundant paperwork. And automated workflows help you and your staff reduce paperwork and minimize, or even eliminate, administrative, transactional tasks. This provides your human resource staff with more time to focus on your institution's mission—ensuring that employees can help students achieve their

education goals. Colleague also includes workforce analytic reporting capabilities, so you can address a complete range of business challenges, take action, and get the most out of your top performers for years to come.

Connect the Francis Marion University Campus with Tight Integration

Colleague is a comprehensive portfolio of solutions and services that connects your campus so you can accelerate innovation, evolve your technology environments, and protect your investments. This advanced solution enables institutions to seamlessly integrate data and applications across the campus enterprise and includes:

- Colleague Finance to help you streamline and automate the compilation, analysis, and dissemination of financial information, create and manage budgets with modeling and forecasting, and meet compliance requirements
- Colleague HR to help your staff effectively manage the entire employment lifecycle, attract the most qualified candidates, retain high performers, and improve employee productivity
- Colleague Portal to help you provide students, faculty, staff, and alumni with quick and easy access to all the information and resources they need from a unified gateway
- Colleague Reporting and Operating Analytics to help you make data-driven decisions in order to meet today's challenges and operate your institution more efficiently
- Colleague Student and Financial Aid to help you offer the right mix of financial aid packages and deliver extensive personalized online services—registration, grades, financial aid lookup, and more—that drive student success

Ellucian Is your Trusted Technology Partner and Advisor

While Ellucian can deliver the technology we itemize above, we know that choosing the right technology partner with the necessary expertise and services to support Francis Marion University throughout the life of the partnership is critical. With help from Ellucian's Management and Application Consulting teams, your university can strengthen its competitive edge, tackle its most critical issues, and best position itself for the future holds. Ellucian's expertise is derived from more than 47 years of focus and work in higher education. We serve four-year universities, community colleges, public institutions, and private organizations and can provide deep knowledge resources to help address your institution-specific needs. Draw upon this wealth of knowledge to help you develop sound business practices that maximize your returns on technology investments. Colleague by Ellucian combines the power of integration, web, and mobile self-service as well as out-of-the box reporting to help Francis Marion University:

- Achieve enterprise integration;
- Provide a holistic view of academic and administrative information;
- Give constituents contemporary self-service and a personalized portal;
- Discover insight with enterprise business intelligence; and

- Take advantage of optional Software-as-a-Service (SaaS) deployment if desired.

Technical. Provide a detailed description of the proposed technical solution with enough detail to describe an understanding of the University's current and future technical environments relating to the scope of this project. Please discuss where relevant any environmental requirements for the proposed solution. Refer to Attachment A: Current Technical Environment.

Ellucian Colleague runs on the Microsoft SQL server database, Microsoft IIS web server and the Microsoft SharePoint portal. These software components will need to be acquired from Microsoft Corporation.

Ellucian certifies the versions of Window, SQL Server, and SharePoint:

- Windows operating system (OS) using Intel and AMD using 32-bit and 64-bit processors (not Itanium)
- Microsoft® SQL Server 2012
- SharePoint Server 2012

Please refer to the Ellucian Hardware Recommendations document that we have included as an Appendix to this proposal.

Hardware. Provide optimal specification and configuration for all hardware necessary to implement total proposed solution using criteria stated in the Technical Information section. Include any environmental requirements.

Please see Exhibit B to this section for helpful overview of the hardware guidelines for an on-premises deployment of Colleague.

Ellucian is not a hardware reseller and has not proposed hardware in our proposal; however, we can assist our customers in their hardware selection process so that they buy the proper configuration support for their Ellucian applications. The choice of IBM, Sun, HP or another vendor must be made by the customer based on their needs. This choice should be viewed as a strategic decision on the part of the institution. Francis Marion University will need to work with your preferred hardware vendor to determine and confirm the best configuration and pricing for your requirements. The selected hardware vendor would assume responsibility for the delivery, implementation, maintenance, and support of their respective hardware.

If you elect to propose alternative configurations representing different hardware manufacturers and/or platforms. For each configuration, include any supplemental recommendations with corresponding advantages and disadvantages of each. All configurations must meet or exceed requirements as stated. Proposed configuration shall list all servers needed to implement total solution and shall provide a fault tolerant/high availability solution

with system and disk capacity for three (3) year growth. Proposal shall also include solution architecture drawings.

Ellucian is proposing an On-Premises solution for Francis Marion University, but we have included information on our optional Hosted model available from Ellucian Cloud Services. An overview of this optional offering is included as Exhibit A to this section.

Cost detail shall be expressed in the Business Proposal only and be submitted separately under separate cover. If alternate hardware solutions are being proposed, cost options for these alternates shall appear in the Business Proposal only and shall be labeled.

Acknowledged. Information on our optional Cloud Services (hosting) model is included in the Business Proposal.

Cost of each alternate hardware configuration shall be expressed in the Business Proposal and placed in the Technical Proposal as a Bill of Materials excluding all cost.

Acknowledged.

IMPORTANT NOTICE: Do not include cost/pricing in the Technical Proposal response. Instead include a “Bill of Materials” list to include all components of the cost without itemizing or including the total cost of ownership.

Below are components of the proposed Ellucian Colleague Solution. Please see our technical proposal for all costs, proposed services, and important caveats as you review our solution.

- Colleague Enterprise includes Communications Management, Demographics, Electronic File Programming (ELF), Cash Receipts, Facilities Profile, Scheduling & Staff Information, Accounts Receivable, General Ledger, Workflow Management System, WebAdvisor Base
- Colleague Student & Financial Aid includes Admissions, Curriculum Management, Faculty Information, Academic Records, Registration, Student Refunds, EDI SPEEDE Transaction Sets, Electronic Application Utility, Workflow Definition Tool for Student, Self-Service Financial Aid
- Ellucian Mobile Application Edition
- Student Planning
- Campus Organization
- WebAdvisor - Retention Alert, Instant Enrollment
- Colleague Finance includes Accounts Payable, Purchasing, Budget Management, Fixed Assets, WebAdvisor for Finance
- Colleague HR includes Payroll, WfMS Employment Actions, WebAdvisor - Time Entry & Approval for HR, WebAdvisor - Benefit Enrollment for HR
- Colleague reporting and Analytics
- System Management Includes Colleague Data Defense, Studio Application Development Environment, Source Code, Web Generator

SECTION 2, EXHIBIT A

Ellucian's Application Hosting/Cloud Services

Overview

Ellucian provides Application Hosting through an ITIL-based, SSAE-16 Certificated support model. We provide 24x7 support and monitoring so that our clients' day-to-day operations run smoothly. By having Ellucian personnel administer and maintain your infrastructure and take primary responsibility for the management of the mission-critical applications, you will be positioned to more effectively manage costs and information technology staff so you can focus on more strategic initiatives.

Transition and Engagement Management

A dedicated Transition and Engagement Manager is provided to be a single point of contact and accountability in support of our Services. These individuals are highly skilled in higher education IT and Project Management.

The Transition Manager plans, directs, and coordinates the migration of Francis Marion University's IT knowledge, systems, processes, and capabilities to Ellucian's transition services team and is responsible for establishing effective project controls and procedures. During the Transition phase of the engagement, we utilize a proven, standard methodology for implementing and managing our Application Hosting Services. Our phased approach to transition includes initiation, planning, implementation and go-live. During the transition period, and after the go-live, regular meetings are held between the Transition Manager and/or Engagement Manager and Francis Marion University's designated point of contact to review prior and future activities.

The Engagement Manager is responsible for providing oversight of all key service processes (i.e. Communications, Incident Management, Problem Management, Request Management, Change Management, and Escalation Management). Your Engagement Manager will be the point of escalation for any service related activities and will interact with Francis Marion University and Ellucian account staff to provide proactive communications on service delivery performance, status and resolution of issues as appropriate. The Engagement Manager will provide reporting and perform (in tandem with technical teams) Root Cause Analyses (Problem Management). The Engagement Manager is devoted to making the partnership a success.

Elastic and Scalable Cloud Platform

Ellucian Application Hosting clients leverage and benefit from our blended and virtualized redundant infrastructure, employing the latest technologies to provide the optimal performance configuration-delivering an exceptional user experience. As client demand on compute power and storage needs increase through growth in student enrollments or other impacting technologies, our systems and agreements are designed to accommodate, as appropriate, with little to no impact on your core business. Our agreements include straightforward contractual escalators for the key elements leveraged and consumed through Application Hosting. If demand for these resources increases, Ellucian will work closely with you to review and potentially and appropriately increase these components based on current usage and future growth plans. Ellucian will handle the financial burden of large capital expenses and improvements required to support a robust, resilient, and scalable hosting infrastructure.

Cloud Data Center Facilities

Ellucian uses state of the art cloud data center facilities for your institution's applications. These facilities include fully protected power service with redundant power grids, UPS systems and backup generator. These facilities also includes high capacity cooling systems and multilevel-fire alerting and suppression systems.

Disaster Recovery

Ellucian understands the importance of disaster recovery and replicates daily. In the event of a catastrophic event of natural disaster materially affecting the primary facility, Ellucian will failover the hosted applications.

Security

Security is provided through the application of best practices and Industry standard approaches. These approaches are employed through People, Processes, and Technologies.

People – Ellucian employees must utilize multiple encryption technologies on all laptops, attend regular security awareness trainings, technology specific security trainings, and utilize the tools such as the Identity (PII) Finder and other technology software tools to ensure no customer data is compromised.

Processes – Ellucian's security practices are based on the least privilege model. We require the disabling of all non-secure services such as FTP, Telnet, and other clear-text protocols and take steps to harden all systems and services. The application of the ITIL framework, such as Change management, Incident management, and knowledge management, is applied to all actions taken by Ellucian.

Technology – Ellucian leverages security technologies such as centralized user authentication for direct server access, and the mandatory use of corporate active directory controlled 2-factor user authentication for all Ellucian administrator access, encryption for all PII, sensitive data, offsite communications, and data transfer, and the use of centralized logging on all servers and systems to correlate events and timelines.

Additionally we employ a full time dedicated Security Incident Response Team with a 24x7 incident response hotline.

AWS' data centers are designed to satisfy the requirements of the most security-sensitive customers. The AWS infrastructure has been designed to provide the highest availability while putting strong safeguards in place regarding customer privacy and segregation.

Infrastructure

The proposed service includes all necessary servers, data storage, network connectivity, and Operating System licenses to support the anticipated needs for your institution's Colleague environment and applications. Ellucian will provide server infrastructure, data storage and Operating System licenses to support non Ellucian application services included as part of this proposal.

Network Security

Ellucian provides essential in-band network security from inappropriate electronic access over the Internet. Our infrastructure includes firewalls to actively control all Internet communications into the secured network environment. The firewalls are configured to allow for only the minimum level of network access as required to operate and support client systems. Other non-essential communications are blocked.

Monitoring and Emergency Contact

The Enterprise Operations Center (EOC) provides 24x7 system level monitoring of all hosted applications, and systems. A team of certified EOC analysts review the environment monitors around the clock and respond to monitoring alerts as they occur. A Toll Free Tier 2 emergency hotline is provided by the EOC for real-time communication of emergency events. Our ITSM ticketing system provides 24x7 Self-Service access to allowing your institution to submit requests any time of the day, and day of the week or to check the status of an existing request.

Backup

Ellucian's Cloud Services maintains an ongoing Business Continuity Plan and Disaster Recovery Plan for the services provided. As part of the Disaster Recovery planning your institution's data as well as environment operating information is regularly replicated and stored in a secondary location. Should a disaster be declared for the Primary location, Ellucian will restore services to the secondary location.

All data is replicated to a recovery facility. The backup process provides the ability to quickly complete backups and to perform a complete or partial restore to any prior day with minimal effort.

Colleague Administration Support

Using Remote Colleague Administration Support from Ellucian, Francis Marion University can leverage our industry experienced professionals and year-round, 24x7 support, without the costs and commitment typically associated with a recruiting, hiring, and training a team of Colleague

Administrators. Coordinating closely with the Francis Marion University IT staff, the AMS support staff performs technical application administration and support of the Colleague solution for both development and production systems, including support for training and system education activities. Once engaged, the AMS support team works closely with Francis Marion University to apply requested upgrades and patches, perform system “clones” as needed to facilitate streamlined technical activities, and participates on troubleshooting application or database related issues.

Ongoing Colleague Application Management Support includes:

- Colleague Management Support– Our Colleague Administrators will work alongside your team to configure and maintain supported applications from the installation phase through go-live and beyond. We will configure and maintain your systems for both the development and production environments.
- Colleague Application Maintenance – Perform various required and/or requested ongoing configuration and administration changes for core Colleague components.
- Colleague Application upgrades and patching – Utilizing our effective practices upgrade/patch methodology for a streamlined approach. Upgrades and patches can be applied either on the vendors release schedule or as specifically requested by the client. We are flexible accommodating to your schedule and timelines.
- Colleague Application monitoring and performance tuning – Adjust system parameters based on vendor recommendations, input from users, and response time sampling, are done at regular intervals to promote a responsive application.
- Schedule and run vendor provided data integrity, batch and nightly processing scripts as necessary – Our team will work with the client to setup system required daily, weekly, and monthly scripted jobs and/or other events as recommended by the vendor.
- Colleague Application Troubleshooting – Our team will work with and assist the client’s designated technology staff and the software vendors to diagnose, troubleshoot, and resolve application administration issues which directly relate to Colleague applications.



Database Management Support

Using Remote Application Management Support, from Ellucian, Francis Marion University can leverage our Certified Professionals and year-round, 24x7 support without the costs and commitment typically associated with a full-time-equivalent database administrator.

Our team of certified Database specialists performs the database administration role for Colleague utilizing industry standard best practices. Our staff performs upgrade and ongoing configuration tasks associated with a robust and well-tuned Relational Database Management System (RDBMS) needed to support Colleague. We provide the day-to-day management necessary for the Colleague databases to be up, functioning properly, and available for both implementation and live production transaction processing. Day-to-day management tasks

include database performance tuning, backup management, testing and installing upgrades and patches, performing application and database technical troubleshooting and coordinating regularly scheduled tests of the backup and recovery process to promote high data availability.

Application Management Support includes:

- Database management 24x7 for both the development and production Colleague environments.
- A team of specialists to support the database environments which means a higher and consistent level of support regardless of turnover, vacation, or sick leave.
- A team of highly qualified and experienced database administrators who have primary responsibility for day-to-day management of the database environment as well as communication with on-site staff.
- Setup and configuration of the database environment for both the development and production environments.
- Day-to-day database management tasks including:
 - Backup and Recovery – Databases are backed up near-line (to disk) with our established methodologies to promote reliable and timely recovery of vital data including test recovery capabilities at least quarterly.
 - Performance tuning – Utilize industry standard techniques and tools to promote an optimally running system.
 - Upgrades and patching – Maintain close ties with the relational database vendors to stay on top of releases and vendor notifications.
 - Error troubleshooting – Provide troubleshooting of errors and work with vendor to provide solution and implement necessary fixes.
 - Refreshing or “Cloning” – Provide support for refreshing the production environment to help facilitate implementation and testing activities.
- Security –Daily log reviews for unusual activity.

Operating Systems Support

Using Remote Operating Systems Administration Support, from Ellucian, Francis Marion University can leverage our vendor certified professionals and year-round, 24x7 support, without the costs and commitment typically associated with a full-time-equivalent OS administrator.

Our team of certified Linux and Microsoft Windows Server specialists manage the servers and hardware, provides on-going support, and performs tuning of the Operating Systems and web application servers required to run the Colleague solution. Day-to-Day management tasks include technical troubleshooting of Operating System and web application server software, testing and implementing upgrades and patches, and working in conjunction with site staff to promote a robust and effective backup strategy to reduce potential downtime. Additional support tasks include application specific printer setup and troubleshooting, batch processing troubleshooting, file system security and user account provisioning.

Operating Systems Management support includes:

- Operating System management 24x7 for both the non-production and production environments of Windows, and/or Linux based environments.
- A team of certified Windows, Linux specialists available to support the Colleague environment.
- A team of high qualified systems administrators who have primary responsibility for day-to-day management of the Operating System and related configurations.
- Complete installation and configuration of Operating System related software to promote a robust and ready environment.
- Operating System Management tasks:
 - Backup and Recovery
 - Performance Tuning
 - Upgrades and patches
 - Error troubleshooting
 - Operating System Management - provide the daily management and tuning required to keep the Operating System up and running.
- Security – Including account level security

Administration Support services:

- Named Technical resource
- Emergency and Security upgrades and patches anytime
- 24x7 monitoring and incident response
- Up to 4 environments
- Client defined upgrade/patch schedule – on demand
- Integration support for up to 6 baseline partners or services. Additional integrations can be added for an additional fee.
- Up to 12 clones per year and one automated clone per non- production environment. Additional clones can be added for an additional fee.
- Semi-Annual Registration Health checks – Our team will perform registration health checks in preparation for your registration peak load. This health check needs to be requested by the institution at least one month in advance.

Francis Marion University Specifications

Hosting environment:

- Production (1 database):

Colleague (Transactional database – UniData, UI, WebAdvisor, Self-Service, Payment Gateway, LPR, SA Valet), Ellucian Mobile, Ellucian Portal, Source4, Colleague Reporting and Operating Analytics, and Synpotix

- Non-Production (up to 3 databases):

Colleague (Transactional database – UniData, UI, WebAdvisor, Self-Service, Payment Gateway, LPR, SA Valet)

- Non-Production (1 database):

Ellucian Portal, Source4, Colleague Reporting and Operating Analytics, and Synpotix

SECTION 2.1

Response to Functional and Technical Capabilities (From RFP Page 21)

Functional and Technical Capabilities

The proposed enterprise software solution should at a minimum meet all of the following functional capabilities: Include all modules and implementation services for Student Systems, Human Resources, Financial and Business Solution, Business Intelligence, and Student Information System. Systems should comply with industry-based privacy, financial and security regulations and standards (e.g. FERPA, HIPAA, and Sarbanes-Oxley).

Ellucian has provided significant information throughout our response to your thoughtful RFP. Let us take a moment to address your FERPA requirement, above.

Ellucian monitors legislation initiatives, such as the U.S. Family Educational Rights and Privacy Act (FERPA).

Our solutions provide the data and methods by which an institution meets the regulatory compliance requirements. Colleague includes the tools necessary to ensure privacy and adhere to FERPA guidelines and best practices.

Institutions may implement FERPA requirements within Colleague. For example:

FERPA requires the institution provide an annual notice to students of what the institution has designated as directory information. This may be accomplished through Communications Management to trigger the message to students and to provide an audit trail.

FERPA requires that the institution allow a student to refuse their directory information to not be disclosed. A student's record may be flagged in Colleague which may then display a message when an employee conducts a "lookup" for the student record. A message will appear when attempting to lookup the student, such as "Student has requested that no information be released".

Employees are required to complete FERPA training. For example, for professors to view their class roster on the web, the institution may require that they complete FERPA training first. Clients may track the FERPA training for employees as they register for and complete training using WebAdvisor and/or Colleague.

FERPA requires that personally identifiable information is not disclosed, such as social security number or student identification number. Colleague provides for the ability to mask or partially mask this type of information.

FERPA regulations and/or institution policies may be included as part of the language an employee views when he/she logs into Colleague each day.

You can also set up permission rights to remain in compliance with FERPA regulations. Graham-Leach-Bliley (GLBA) overlaps significantly with FERPA –Therefore, the Colleague software suite already has within it the tools to maintain and monitor information access and security.

Colleague supports the masking of data, for such as FERPA or HIPAA data. The attributes that are not available for update are grayed out. The elements that are not available for view are blacked out so that a user cannot determine whether or not there is even data in the field. The data of an element not available for viewing is never transmitted to the workstation.

Colleague's internal security parameters remain active at all times and limit access to sensitive information, such as financial aid and grades. The ability to place a confidentiality indicator is provided in the student's record. These indicators are user-defined and may consist of codes with different meanings. For example, one student may want all data to be secured and confidential, while another student may not want the home address or grades to be released.

The proposed solution shall meet all of the following technical capabilities:

- a. Operate natively with Microsoft's current SQL Server. Ancillary systems must support either Microsoft SQL Server or the RDBMS provided with the ERP solution.

Ellucian Colleague runs on the Microsoft SQL server database, Microsoft IIS web server and the Microsoft SharePoint portal. These software components will need to be acquired from Microsoft Corporation.

Ellucian certifies the versions of Window, SQL Server, and SharePoint:

- Windows operating system (OS) using Intel and AMD using 32-bit and 64-bit processors (not Itanium)
- Microsoft® SQL Server 2012
- SharePoint Server 2012

- b. Provide for multiple levels of data security and describe how the system insures the integrity of the data being entered as well as data at rest.

Colleague's security is highly granular, providing a number of levels from which it is enforced. Each level is progressively restrictive down to record level security, which requires special password access to view or maintain an individual record.

Colleague provides security at the operating system, the database, the application, the form, the record and the field level.

Application security is further enhanced through row- (record) and column- (attribute) level security. Column-level security within our software may be defined for a security class as “denied” (data is not visible to the user), “inquiry only” (data is visible but cannot be changed), or “modify only” (data may be changed but not deleted). Row-level security is provided and may be established by attribute value. Access to the record is either granted (all) or denied (nothing). Also, maintenance forms may be identified through security classes for “inquiry only.”

c. **Support native interfaces to Active Directory or support a secure LDAP interface to the directory.**

Ellucian's LDAP Interface delivers a new layer of flexibility to your overall network infrastructure. Users of WebAdvisor can be automatically added to the LDAP server and authenticated as they login to WebAdvisor via the LDAP Interface. Using Ellucian's Colleague Studio Data Exchange and Messaging Interface (DMI), the LDAP Interface is built using Java and XML standards. This interface is available to all supported clients at no additional cost.

Ellucian's LDAP Interface provides the following:

- Authentication of users via an LDAP Server. Ellucian supports LDAP server software that is compliant with LDAP Version 3. The following server software is supported: Microsoft Active Directory, Novell eDirectory, OpenLDAP, Oracle Internet Directory (OID), and Sun Java System Directory Server.
- Synchronization of authentication information from Colleague's native user repository to LDAP.
- Exporting of Colleague demographic data into LDAP for users.

The integration of this interface will encompass two major components: authentication of users from WebAdvisor via LDAP and population of the LDAP server with demographic data from Colleague. User authentication can be accomplished by either accessing an LDAP server (via a JAAS wrapper) or by natively querying Colleague tables.

The Ellucian LDAP integration software lets you synchronize your LDAP directory with Colleague. With synchronization enabled, changes to Colleague data for a person will result in the same changes to the corresponding LDAP directory entry for that person. For example, adding or deleting a Colleague user will result in that person being added or deleted from the LDAP directory

d. **Operate in a high availability (or clustered) system environment supporting twenty-four seven (24x7) system availability.**

Colleague leverages the Microsoft SQL server database. Microsoft SQL Server is designed to scale reliably to meet the needs of even the largest campus enterprises – including those with demanding environments. SQL Server has a proven record in handling large amounts of data and critical enterprise workloads. In addition, because of its scalability and flexibility, Microsoft SQL Server offers an excellent server performance-to-cost ratio.

A distributed environment gives you the option of scalability. For example, if one of your servers is at maximum capacity, rather than buying a new, more powerful server, you can buy a smaller server and

deploy Colleague on two physical boxes. With a distributed environment, there is no direct connection between the application server and the Colleague database. Transactions from Colleague go through the data access server. We designed the architecture to support database independence.

Many of our clients take advantage of hardware features such as RAID 5, hot swappable drives, and redundant application servers with load balancing and high availability. Ellucian will work with the University to help ensure the desired hardware features are built into the hardware server you choose. It is best to configure these systems right after contracts to take advantage of new technological releases and price concessions.

Colleague User Interface Web (UI Web) Server:

Multiple simultaneous UI Web servers can run with a load balancer. Ellucian does not directly certify or support load balancers. However, Ellucian will troubleshoot specific issues within UI Web directly with the UI Web Servers, and with the load balancer removed.

Colleague WebAdvisor Servers:

Multiple simultaneous WebAdvisor servers can run with a load balancer. Ellucian does not directly certify or support any load balancers. However, Ellucian will troubleshoot specific issues within WebAdvisor directly with the WebAdvisor Servers, and with the load balancer removed

e. Operate in VMware's current virtual server environment.

Yes, VMware is supported for Colleague servers. Ellucian strongly recommends that clients purchase a separate Test server. Minimally, you need a server similar to the Specs of your Colleague Application server with Added Disk Space for additional software and environments. A distributed test environment (separate Application and Database servers) is recommended for SQL clients but is not mandatory.

To achieve satisfactory performance when running Colleague in virtual servers, please ensure the same (or greater) minimum memory and CPU requirements are allocated to the configured virtual server. Ellucian does not conduct performance tests in virtualized environments, nor does Ellucian provide hardware recommendations based on virtualized technology. If you are considering using virtualization technology, please verify that all Ellucian partner products and software running concurrently on your servers with Colleague are supported under your chosen virtualization technology.

Student System. Provide modules for Student that incorporate student records, definition of the university calendar, advising, registration, course inventory, course catalog, grading, class roster, degree audit, and transcript production; proposed software support of enrollment and instructional management, including curricula, instructional facilities, and assignment of faculty, workload and seats analysis.

Colleague Student provides you comprehensive administrative software to enhance recruitment efforts, collaborate on retention programs, and support online cutting edge student services. The date-driven rules-based architecture of Colleague Student helps to enable the software to adjust to Francis Marion

University's needs. Colleague Student will help your institution get results and address your business goals in the areas of enrollment management and student services.

Colleague Student will help Francis Marion University get results in the areas of enrollment management and student services. Every day, you face pressure from tightening budgets, changing demographics, and unrelenting service expectations. These pressures challenge your enrollment management and student services strategies.

With Colleague Student, you will cultivate long-lasting relationships with your students. Through sophisticated business processes and innovative software, you can enhance your recruitment efforts, collaborate across departments on retention programs, and support the cutting edge services students and faculty members crave.

The foundations of great recruitment and retention programs are cutting edge student services. These student services transfer power to students and faculty, letting them manage their own educational experience. Colleague Student offers the flexibility and online services to support this strategy. Ellucian provides the technology and services behind your constituents' online experiences so that their interaction with the software is seamless, accurate, and powerful. The following features are included in Colleague Student:

- Web-based student and faculty self-service;
- Flexibility to offer term and credit-based courses and nontraditional, continuing education programs;
- Secure e-commerce supported by the CISP standard;
- Tight integration with portals and course management systems;
- Multi-faceted e-advising solutions;
- Online curriculum management;
- Wide variety of pricing models for flexible billing options;
- Strict adherence to federal compliance; and
- Personalized communication options.

Utilizing Colleague Student, you can adapt to trends and challenges and address your strategic goals all while maintaining compliance with the rapidly changing regulatory environment. We can help you offer your students the best educational experience. Ellucian provides a complete solution of software and services designed to help your institution:

- Enhance your recruitment strategy;
- Build collaborative retention programs;
- Offer cutting edge student services;
- Help ensure financial aid compliance;
- Comply with regulatory changes and industry standards;
- Automate your business processes with workflow;
- Deliver reports based on the user's business needs; and
- Leverage experienced professional services.

Enhance Your Recruitment Strategy

Recruitment is the first crucial step in achieving your institution's enrollment management goals. No matter what your institution's recruitment strategy is, Colleague Student with Ellucian's Professional Services Team will help you proactively build a long-term relationship with your students. Throughout the recruitment process, Colleague Student supports and streamlines your plan, building personalized relationships through targeted, tracked, and recorded communications. For example, when Mary Jones gets your personalized email, she knows that she belongs at Francis Marion University.

With Colleague Student, you can enhance your recruitment strategy in many ways:

- Personalize communications to build lasting relationships – Tailor communications to your prospective students with combinations of email and direct marketing using powerful communications management and services.
- Retrieve, research, and analyze information to fine-tune your recruitment plan – All information is tracked and retained in Colleague Student for easy retrieval and analysis to help make critical business decisions in all stages of the recruitment cycle.
- Increase productivity by minimizing data entry – Prospective students' information is automatically entered into Colleague Student through a multitude of venues. You can easily import leads from lists such as the ETS list. Information gathered from the website is imported quickly and seamlessly into Colleague.
- Get the most of your investment in your ERP – Ellucian's Professional Services Team will analyze your recruitment strategy and help you expand upon the utilization of the software.

Build Collaborative Retention Programs

The best retention programs encompass the entire campus, involve everyone, and ultimately delight people. Ellucian was the first ERP vendor to develop an integrated retention alert system to enhance your strategic enrollment management (SEM) strategies. Colleague Student helps you create and manage your comprehensive retention program across all departments. When your students graduate, for example, they will be delighted that you “retained” them.

You can build and manage a sound, comprehensive retention program by tightly integrating your institution's departments through Colleague Student:

- Give students and faculty members control with online capabilities – Students and faculty can manage their personal and academic information quickly and securely online, 24x7. They can: register for courses; check grades; develop and view rosters; update personal information; conduct advising; complete financial aid forms; build curriculum; buy books, and more -- all strictly adhering to FERPA guidelines.
- Offer multiple advising tools to foster interaction – Students and advisors can use their advising time to communicate about goals and expectations, not about paperwork. Colleague Student offers several different types of advising tools to meet the varying styles of both students and advisors.
- Manage flexible and accurate transactions – Based on a date-driven, rules-based architecture, Colleague Student allows you to securely control a multitude of pricing models and billing transactions, in real time.

- Provide students with options and preferences – Students designate their roommate and dorm room preferences and Colleague Student automatically processes and assigns them. Students can access community information conveniently through your portal to join groups, and participate in extracurricular activities.
- Facilitate multiple learning opportunities – You can meet the demands of students and faculty members for a variety of course formats -- from traditional, face-to-face classroom to distance e-learning, to blended courses. Colleague integrates with major course management systems so your students and faculty members log in only once.
- Improve productivity while increasing services – Ellucian’s Professional Services Team will evaluate your business workflows and help you improve your productivity and increase services to your constituents.

Offer Innovative Student Services

Innovative student services are the foundation of your great recruitment and retention strategies. Today’s students are technologically savvy and expect modern, cutting-edge services. Students want the power to serve themselves, yet not lack any personal attention from you – a delicate balance. Colleague Student will help Francis Marion University maintain this balance by providing advanced technology and services. Your students, for example, should never wonder what makes registration so easy. They should just smile when it happens. Your constituents’ experiences are seamless, accurate, and powerful.

- Optimize productivity – Improve the management and security of business processes and guarantee data integrity with Colleague Student, enabling more time for your staff to help students with their needs.
- Retain policies and procedures – Your institution’s time-honored policies and procedures do not need to change to meet the configuration of Colleague. In fact, the rules-based architecture of Colleague Student allows the software to adjust to your needs.
- Offer different types of courses at different times of the year – You will not be dependent on “terms” when developing your curriculum and offering courses. The date-driven design of Colleague Student enables you to offer traditional and non-traditional courses simultaneously.
- Maximize your investment – Ellucian's Professional Services Team will analyze your student services strategy and help you expand upon the utilization of the software.

Help Ensure Financial Aid Compliance

As budget cuts force many colleges and universities to raise tuitions, financial aid has become an integral part of enrollment strategies. A significantly increasing number of students are applying for financial aid, placing demands to manage additional workflow on your financial aid office.

Colleague Financial Aid can help you manage increased institutional demands by facilitating the application aid process and helping to ensure compliance with regulatory mandates. Directly integrated with Colleague Student, Colleague Financial Aid provides access to all critical student information for quick and trouble-free development of financial aid packages.

- Receive updates with full regulatory compliance – Compliance with federal mandates reduces your institution’s audit findings. Ellucian is one of the first-to-market with financial aid updates every year. Your award letters are sent out before those of your competition.
- Streamline your financial aid processes – Colleague Financial Aid incorporates built-in functions and workflows to expand your department’s capabilities. Additionally, communications management tools allow you to tailor an effective, targeted message.
- Increase student services and productivity – Colleague Financial Aid builds, exports, and imports data exchanged with outside organizations such as the Department of Education. You only monitor and maintain the exceptions – not all the files, to save your staff time and money. Student and financial data is shared throughout the institution. Duplicate entries and redundant paperwork are eliminated. Your students and staff will have 24x7 accesses to important award information.

Additional information regarding Colleague Financial Aid is located later in this section.

Comply with Regulatory Changes and Industry Standards

Ellucian is committed to helping clients comply and adopt regulatory mandates and industry standards. We designed Colleague to directly incorporate regulatory standards and requirements allowing you to increase productivity. Compliance helps you reduce audit findings while increasing your institution’s accountability.

- Help ensure financial aid compliance – Ellucian works closely with regulatory bodies such as the U.S. Department of Education and National Council of Higher Education Loan Providers (NCHELP) to help ensure compliance with critical financial aid regulations – COD, Reauthorization, and CommonLine.
- Stay current with Homeland Security – Ellucian will help you monitor legislation, such as the Patriot Act. Working closely with the Department of Homeland Security, we make sure you are aware of and compliant with regulations such as the Student and Exchange Visitor Information System (SEVIS).
- Maintain student data privacy – Most of your students’ information is available online. Your institution must adapt the proper data privacy procedures to ensure your students’ data remains secure. Ellucian monitors legislation initiatives, such as the U.S. Family Educational Rights and Privacy Act (FERPA).
- Submit accurate national reports – The government requires institutions to submit accurate and timely reports, such as the U.S. Integrated Postsecondary Education Data System (IPEDS). Colleague provides this critical information in the format required by the National Council of Education Statistics (NCES). Please see Exhibit B to this section for more information.
- Utilize emerging electronic standards – Ellucian works closely with organizations such as the Postsecondary Electronic Standards Council (PESC) to help determine electronic standards. Using standards increases the flow of information and data from one system to another, helping to create a more connected campus.

Deliver Reports Based on the User’s Business Needs

Having access to important information is one thing. Delivering it in an easy-to-understand format is another. With Colleague Student Reporting, your institution can streamline and automate the compilation, analysis, and dissemination of all your Colleague Student information. Colleague Student incorporates robust reporting capabilities for your unique reporting needs for operational, management, strategic, and

analytical reports. The information your constituents' access can be delivered in a format of their choosing – using any reporting tool that the institution or department chooses.

Colleague Student Reporting supports federally mandated reports for clients, such as IPEDS. You can define parameters, generate surveys and store and extract data needed to generate reports for the IPEDS surveys.

Colleague includes an optional Shared Library of Reporting Views for the Student System. These views are shared documentation from both Ellucian and client implementation experiences. They include supporting documentation and materials to save you the work of designing and implementing the views from scratch. This solution provides a head start with reporting, and makes you successful more quickly. These following views cover strategic, operational and management reporting types in the areas of Admissions, Enrollment, and Financial Aid.

- **Admissions Statistics View Specifications:** Where are applications in the process? What status do they have? This view includes admissions count for various application data elements, including application status. The view provides cross-tab data related to start term, gender and admit status.
- **Class Roster View Specifications:** Want more flexibility and an easier way to create a roster? This view includes section information, including Subject, First Faculty member, date and time. It also includes ID, Name, School email, Academic Level, credits for the section, and current credits.
- **Enrollment Quick Count View Specifications:** Use this view to quickly look at load and student counts. How full are course sections? Are offerings under-utilized? This view includes enrollment information based on course section. It also displays section name and title, active student count, and revenue by section.
- **Section Enrollment View Specifications:** Analyze revenue, section load, or answer other management questions you may have about section offerings. This view includes enrollment information based on course section and location. The view also displays section name and title, active student count, revenue by section, and department.
- **Financial Aid Reconciliation View Specifications:** This view includes term FA award amounts and transmitted aid for each student. Reports created from this view can serve as a tool for the FA and business office to reconcile student financial aid data. It can also be used with other offices such as scholarship office or dean's office.

You need the ability to deliver results based on the user's business needs while complimenting their way of working. Ellucian reporting solutions allow you to: choose the appropriate reporting tool, ask questions, get answers, and make decisions based on facts.

Colleague Student Components

Through Ellucian's advanced business practices, flexible technology, and Colleague Student, you can address your business goals – enhance recruitment, build retention programs, and offer innovative services. We discuss each component of Colleague Student in the following pages.

- Colleague Student WebAdvisor, a self-service solution
- Colleague Student Reporting Management
- Colleague Student Recruitment and Admissions Management

- Colleague Student Curriculum Management
- Colleague Student Degree Audit
- Colleague Student Faculty Information
- Colleague Student Academic Records
- Colleague Student Retention Alert™
- Colleague Student Registration
- Colleague Student e-Advising
- Colleague Student Accounts Receivable
- Colleague Student Cash Receipts
- Colleague Student Residence Life
- Colleague Student Campus Organizations
- Colleague Student – additional solutions

Student Self-Service

Colleague Student WebAdvisor

Colleague Student WebAdvisor, a self-service solution, provides your institution with important online capabilities for your prospects, applicants, students, and faculty. All the web forms use the existing Colleague business rules, not a unique web-based set that would need to be developed and maintained in parallel with the core application software. This greatly simplifies support for your institution.

WebAdvisor's easy to use, intuitive web forms are designed with specific workflows for the casual user. Users can obtain and manage their user IDs and passwords, thus reducing the need for a staffed help desk.

Prospects and applicants can apply online via the web. Self-service provides prospects and applicants real-time information regarding missing and required documents, application status, financial aid awards, academic program evaluation, and a summary of test scores. Applicants can also change their address and phone number.

Students can use self-service to: search and register for classes using a course planning wizard; make payments for tuition and fees; check class and faculty schedules; update address or phone numbers; access course schedule information; print a copy of their schedule; view grades; find out their current GPA; order and pay for transcripts; view information on outstanding and received correspondence; or inquire about the status of their student account or financial aid application.

Faculty members can use self-service for direct and easy access to information in the institution's database. The solution provides faculty with real-time information about their class schedules, student rosters, advisees, grading, and personal information. Colleague self-service eases the burden on the administrative staff and increases the self-sufficiency of faculty members.

Key Features of Student WebAdvisor

- Provide fully integrated self-service to all your constituents via the web;

- Provide a complete web presence that achieves your institution's functional and strategic goals for web use;
- Compliant with Section 508 requirements for Americans with Disabilities;
- Use a standard web browser;
- Utilize a single set of institutional business rules;
- Protect personal information as mandated by FERPA;
- Provide secure access 24 x 7 via the web; and
- Support industry standards (CISP) for secure e-Commerce connections.

Student Reporting Management

Colleague Student Reporting

With Colleague Student Reporting your institution can streamline and automate the compilation, analysis, and dissemination of all your Colleague Student information. You can choose the appropriate tools for your unique reporting needs for operational, management, strategic, and analytical reports.

Colleague includes an optional Shared Library of Reporting Views for the Student System. These views support the tracking of key business functions in day-to-day institutional operations for several areas of the student system. These include admissions statistics, class roster, and enrollment quick count and section enrollment views. The views shed light on the kind of questions often asked during institutional planning. You can begin to think about resource utilization and effectiveness.

Colleague Student Reporting provides the ability to produce point-in-time reports. This feature allows date-sensitive information to be accessed based on user-defined intervals for analysis, comparison, and reporting to management for decision-making. Because Colleague Student is entirely date-driven, you can select any past, current, or future dates to track needed information. By comparing historical data with current data, you can perform trend analysis while working with future projections.

Colleague delivered reports provide extensive select and sort capabilities and allow for output flexibility. You can decide to view the data on the screen, print a hard copy, set a schedule for this report to run automatically (e.g., weekly, daily, monthly), and even send the report via email to yourself or others.

Ellucian Reporting Solutions help you make decisions that positively impact your success – and that is what return-on-investment is all about.

Key Features of Student Reporting

- Extract operational information, using more than 200 standard reports;
- Build ad-hoc queries using views and data marts;
- Query and analyze data directly from cost-effective desktop or web-based tools;
- Pick the appropriate tools for your unique reporting needs;
- Support federally mandated reports, such as IPEDS;
- Use advanced data mining and multi-dimensional OLAP tools to analyze trends; and
- Develop dashboards and key performance indicator management systems.

Colleague Application Analysis Data Marts

Using Ellucian's strategic reporting tools, you can produce recruitment and admissions reports that present important data in an easy-to-read format. Colleague Student Application Analysis data marts will help you monitor yield rates, analyze demographic data about the incoming class, and measure recruitment effectiveness.

Admissions and enrollment management professionals can show trends in the progress of prospects through your application and enrollment processes. Also, this data may be used to make changes to marketing campaigns, reevaluate mailing budgets, or make staffing changes.

The Colleague Student Reporting Application uses the information from the Application Analysis data mart to produce the following reports: Recruitment Profile, Admissions Funnel, Admissions Funnel Yield Rate, and Admissions Funnel at a Glance. The Recruitment Profile shows the current status of an application, that is, how many applications are in each status at the present time. The three Funnel reports present admissions data in progressively more detailed views.

You can use Colleague Student Application Analysis data mart to answer questions such as the following:

- What trends are evident from comparing admissions process information for this year to analogous information from preceding years?
- How does the yield rate for this term compare to that of the same term last year?
- How does the cumulative yield rate for this admissions cycle compare to those of the last two years for the same point in the cycle?
- How many applicants from a particular ethnic group have been accepted?
- How many accepted applicants from a particular geographic region have enrolled?
- Of accepted applicants, how many who planned to apply for financial aid actually enrolled?
- What were the career goals of accepted applicants who decided to attend other institutions?

You can use these data marts in any Colleague-supported environment such as SQL Server, UniData, or Oracle, and with any Colleague-supported or industry-standard ODBC tool. Examples include Microsoft Access, Microsoft Excel, Safari ReportWriter, Safari.OLAP, Oracle Discoverer, Crystal Reports, and Business Objects' Web Intelligence.

Key Features of Application Analysis Data Marts

- Provide a snapshot of information, or operational picture, from a particular point in time;
- Monitor yield rates, analyze demographic data about the incoming class, and measure recruitment effectiveness;
- Present information in a web browser, allowing the data to be viewed and sorted in a variety of useful reports for your institution's report users;
- Determine how often the data marts should be refreshed; and
- Set up the Process Handler to populate the data marts automatically on a preset schedule.

Recruitment, Marketing and Admissions Management

Colleague Student Recruitment and Admissions Management

Student Recruitment and Admissions Management is a leading integrated solution for increasing the yield of prospects, managing the admissions process, and evaluating your institution's progress toward established recruitment goals. The solution is the initiator of the institution's customer relationship management process.

You have the tools to develop and implement assertive, well-focused efforts for recruiting students. Integrated with Colleague Communications Management, you can trigger automatic communication and emails to applicants based on changes to their prospect or applicant status during the entire admissions process.

Integrated with Colleague Financial Aid, the admissions office can view financial aid status information as well as the application status for each applicant. When used in conjunction with Colleague self-service, the solution provides prospects and applicants real-time information on outstanding/received correspondence needed to complete their file. Other functionality includes the ability to check application status and view financial aid awards.

Key Features of Recruitment and Admissions Management

- Import prospective student lists from virtually any source;
- Define rules to automate admissions decisions;
- Process and evaluate advance standing credits or transfer credits;
- Manage telephone-counseling and direct mail campaigns;
- Provide integration to Colleague self-service;
- Assign staff to prospective students for recruitment purposes;
- Provide automatic communication to prospects and applicants;
- Access imaged documents directly from Colleague through Ellucian's interface to ImageNow, a product from Perceptive Software, Inc.;
- Generate summary statistics regarding recruiting activities; and
- Create standard and user-defined reports.

Instructional Definition and Schedule Management

Colleague Student Curriculum Management

Student Curriculum Management provides flexible options for the management of courses, the sections of those various courses and academic programs. You can set up flexible courses, including term and non-term based schedules, as well as adult and continuing education courses. Since Colleague is a date- and time-driven solution, you can indicate specific start and end dates for each section. You have complete tracking of course name, description, pre-requisites, co-requisites, location, method of delivery, grading policies, state and local approval codes and agency information, a historical summary of each course and much more.

Integrated with Colleague's facilities profile features, Student Curriculum Management allows you to produce space utilization reports for each classroom, laboratory, or other instructional venue. This helps your institution better utilize available space and help ensure that conflicts are resolved prior to room assignments being finalized.

You can define and maintain the programs of study offered by your institution. This includes academic degree and non-degree certificate program requirements. You can set up attributes like department, degree, majors and minors, locations where the program is offered, courses to be taken, course levels, requisites, fees, required texts and materials, test requirements, assessments, locations, and CIP/IPEDS codes. Curriculum management, in conjunction with the degree audit component, simplifies the process of determining requirements for a degree program.

You can track the history of a course or academic program from its inception. This information includes changes in course characteristics, title, credits, billing characteristics, and method of delivery. The flexibility of Student Curriculum Management reduces the number of manual steps while increasing staff efficiency.

Key Features of Curriculum Management

- Define a variety of term-based and non-term-based schedules, as well as adult and continuing education courses;
- Schedule courses and sections, producing customized course catalogs and schedules;
- Define aspects of each course, including name, description, credits, course level, prerequisites, locations, grading policies, and needed supplies;
- Define and maintain program requirements;
- Define criteria to manage waitlists for sections;
- Perform individual or batch changes in the schedule, automatically notifying affected students and faculty;
- Provide a historical summary of each course; and
- Generate space utilization reports.

Colleague Student Degree Audit

Student Degree Audit will improve your institution's advisory services to students, help students stay on track in their efforts toward graduation, and facilitate review of alternate degree programs. The solution is part of Colleague's comprehensive suite of planning tools for academic advising.

You have the flexibility to accommodate multiple academic programs, ranging from those that are custom-defined to the most simple major/minor combinations. Using online, real-time academic records and registration data, you can provide up-to-date program evaluation reports. The evaluation includes credits completed, grades received, graduation requirements, cumulative GPA, major GPA, completed courses, courses in progress, repeated courses, outstanding courses, non-course requirements, and exceptions granted by academic departments.

The degree audit evaluation indicates transfer transcript information, non-course evaluations, and completed and current course information to determine progress toward academic goals. The degree audit

solution supports course substitutions, requirement overrides and individual waivers on a student and program specific basis.

The degree audit component interfaces with Colleague Self-service. Courses planned in the Student Educational Planning and the Student Course Planning optional modules can be included when running program evaluations. The course planning wizard, part of Colleague's Smart Registration solution, uses a degree audit program evaluation as a filter when searching for courses. This allows students to search for courses and register for course sections using a degree audit evaluation based on a student's program of study.

Key Features of Degree Audit

- Provide up-to-date information on a student's academic progress in the student's general course of study, including or not including work in stages of completion from planning to completed;
- Provide up-to-date information on specialized programs, including credits completed and grades earned, graduation requirements, cumulative GPA and major GPA, completed requirements, and exceptions granted by academic departments;
- Track a student's progress toward completion of multiple academic programs;
- Update a student's academic record automatically following a change in program;
- Update a student's permanent record automatically when degree requirements have been met;
- Provide 24x7 online program evaluations via Colleague self-service; and
- Provide advisors and administrators with a means of tracking changes and updates to program options, including identifying the source of the change.

Colleague Student Planning

Colleague Student Planning is a web-based solution that helps students clarify, plan, and track their course of study in order to progress more confidently to a degree. The solution also helps improve the quality of interaction between students and advisors, and enables institutions to map future course offerings more effectively.

With Colleague Student Planning, you can:

- Provide insightful advising that helps students make better decisions and graduate faster
- Free advising staff from administrative duties so they can spend more time with at-risk students
- Deliver clear "on-track" and "on-time" indicators to help students stay on their academic path
- Help students track federal aid eligibility
- Offer an easy-to-use online solution with mobile capabilities for a convenient, on-demand user experience
- Map course offerings more effectively

The 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 provides out-of-the-box integration to Colleague by Ellucian, enabling automatic provisioning of students and population of courses and sections. In addition to leveraging the degree, communication, and planning features already available in Colleague, the solution provides new features and capabilities including:

- Pre-loaded degree plans
- “On track” and “on time” student indicators for degree completion
- Schedule planning and integration with registration functionality in Colleague
- Advisor approval workflow
- Universal program and requirement browsing
- Support for multiple advising models

The pre-loaded degree plans help students better understand pre-requisites and course sequencing which can be confusing to them. Sample plans help students understand which courses are required for their field of study and when they should be taken to meet their graduation goals.

And the planning tool gives students who rely on federal financial assistance a reference that indicates how they should complete the degree requirements during their period of eligibility.

The 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. When students plan in advance of meeting with their advisors, the appointment time can be used to discuss topics like internships, career opportunities, and study abroad rather than focusing only on course scheduling. This frees advising staff to spend more time with at-risk students and improves advisor/student relationships, which leads to better continuity and year-to-year progression.

Faculty Management

Colleague Student Faculty Information

Student Faculty Information provides you a central source to enter and maintain information about faculty members. Faculty information integrates with the person demographics area. You have the most up-to-date demographic information about faculty members, including campus address, internet address, phone and fax numbers, and office hours.

You can track the entry and maintenance of all faculty academic credentials, including information on degrees, certifications, and dissertations/theses. You can also maintain information on the academic level, departments, subjects, course levels, and courses that each faculty member is qualified to teach for credit courses, adult education courses, and continuing education courses.

Your institution can define faculty workload values for full-time and part-time faculty. This allows you to automatically update faculty workload in conjunction with their assignment to course sections. This helps to

ensure that faculty members stay within the load limits defined in their contracts. You can also create your own reports for accrediting agencies and better understand the utilization of faculty time.

The ability to perform batch advisor assignments and reassignments is provided in Student Faculty Information. This feature saves the time-consuming process of manually matching students to faculty advisors.

Information about faculty member experiences with various instructional technologies can also be maintained, as well as qualifications to serve on academic committees. Position information is tightly integrated with Colleague HR. This allows you to have up-to-date position information for each faculty member, including the position title and the date the position was assumed. Information can also be tracked on the department, division, and school for which the faculty member is assigned and the percentage of time the faculty member devotes to various departments.

Student Faculty Information fully integrates with Colleague Student WebAdvisor, a self-service solution. Faculty members have real-time information about their class schedules, student rosters, advisees, grading, and personal information.

Key Features of Faculty Information

- Maintain faculty office information, including campus address, Internet address, fax and phone numbers, and office hours by term;
- Track the entry and maintenance of all faculty academic credentials, including degrees and theses;
- Record the academic levels, departments, subjects, course levels, and courses each faculty member is certified to teach;
- Determine faculty involvement by tracking special committee appointments, chair assignments, and non-instructional assignments;
- Perform batch advisor assignments and reassignments;
- Define load limits for full- and part-time faculty; and
- Generate user-defined reports on current and historical faculty course load.

Colleague Gradebook

Today's students require their grades to be accessible 24x7. Faculty members desire an easy, secure, and flexible system to enter and calculate grades.

Tightly integrated with Colleague, the Gradebook combines the basics of academia with the necessary administrative tasks related with transmitting and reporting grades. Instead of receiving grades from several different places – LMS, spreadsheets, emails, and even handwritten notes, you will have the same system of grade entry and submission.

You can track and verify last date of attendance, so the Registrar, Financial Aid, Veterans' Affairs, and other offices across campus know if a student is attending class or not. Faculty members can also use different criteria and weighting systems for each course.

You will have a robust retention program to help your students succeed when you combine gradebook with retention alert and e-advising. Since you will only need one integrated solution, you can reduce your technology costs and experience a return on investment almost immediately.

Key Features of Gradebook

- Track class attendance, quizzes, homework, research papers, exams, and in-class presentations;
- Offer faculty an easy, flexible solution to track and submit grades;
- Provide 24x7 access to students' grades so they can monitor their own progress;
- Improve productivity in the registrar's office and ensure timeliness in the grade submission process;
- Utilize the same grading solution for all courses, regardless of whether the course is associated with a learning management system (LMS) or not;
- Increase accuracy of grades with automatic calculations;
- Integrate with Colleague's Retention Alert, providing advisors with access to grade information and valuable comments for faculty;
- Manage one solution – Colleague – with no need to integrate or batch upload critical data like grades; and
- Extend your institution's online learning functionality with easy single sign-on access to grades, and the powerful collaboration tools, documents, information, and sharing functions of the Colleague Portal.

Colleague Student Retention Alert

Colleague Student Retention Alert helps you proactively identify and begin intervention with students who may be at risk of leaving your institution. Retention Alert is an enterprise-wide, online case management solution that easily tracks and monitors actions affecting students' education such as poor GPA, erratic attendance, family issues, and so on.

Help Students Succeed: Using Colleague's advanced workflow technology, alerts and students' cases can be automatically initiated by scenarios based on your institution's retention trends (such as low cumulative GPA or a failing grade in a developmental course), and/or logged in manually by an instructor, advisor, or institutional employee. You can assign cases automatically or manually. You can also easily set up permission rights to remain in compliance with FERPA regulations. As soon as you know a student is having trouble, you can address the issues before they become irreversible and the student leaves.

With Retention Alert's easy-to-use, familiar interface, caseworkers can add comments, forward information, and send communications directly from their desktops. You can review student progress and trends with Retention Alert's built-in reports and data mart. You can also view detailed reports to help advisors keep track of their workload.

Retention Management Consulting Services: With the help of Ellucian's Professional Services Team, you determine the business rules and processes for the alerts, cases, assignments, and reports meeting your institution's strategic enrollment goals. During the initial discovery meeting, you and your Ellucian consultant discuss in depth your retention goals and plans, and how to best use Retention Alert to meet those goals.

The consultant then builds and implements the business rules and reports that help you meet pre-determined goals. The consultant also trains you and your team to use Retention Alert, and provides follow-up consulting and data analysis to help refine operations to meet your retention goal.

Key Features of Retention Alert

- Help students maintain enrollment and succeed at your institution;
- Address students' issues immediately, before they become irreversible;
- Operate within a familiar, easy-to-use online interface that reduces the learning curve;
- Develop rules and processes that meet your strategic enrollment goals;
- Establish communication tracks to routinely send and track correspondence;
- Document cases consistently throughout the campus for improved tracking and reporting;
- Save time by assigning cases automatically;
- Help advisors and faculty communicate with students and other staff regarding cases; and
- Enforce FERPA compliancy.

Student Academic Management

Colleague Student Academic Records

Student Academic Records provides you the ability to track and maintain all information accumulated about individual students throughout their academic career. You can maintain students' academic information, including credits, transcripts, academic programs, restrictions or holds, attendance, academic standings, class level, advisor assignments, grades, and graduation information.

You can track students in an unlimited number of academic programs. This allows students to enroll in one or more programs with the solution tracking information such as start date for each program, reasons for changing programs, and GPAs for each program. Since the solution tracks permanent or temporary breaks in academic programs, you can account for all absences from your institution at any time.

A wide variety of user-defined grading schemes are supported; using an unlimited number of user-defined grade parameters, such as letter grades, plus and minus grades, numeric grades, credit/no credit, incompletes and satisfactory/unsatisfactory. Faculty can enter grades online via Colleague self-service. This benefit increases the efficiency and accuracy of the grading process, while providing faculty members with an easier method of grade input.

You can print and transmit student transcripts on request and maintain a complete audit trail electronically. Student transcripts, detailing both academic and continuing education courses, can be produced.

When used in conjunction with Colleague self-service, the academic records solution provides students with real-time information about their grades. Students can print an unofficial transcript, request an official transcript, and pay transcript request fees via the web. By automating this process, you ensure the accuracy of the transcript request and improve the level of service provided to students.

Key Features of Academic Records

- Build on student information acquired during the admissions cycle;
- Provide a history of the student's academic standing at specified points in time;
- Generate enrollment verification reports, providing an online history of where verifications were sent;
- Assign students to advisors based on user-defined criteria;
- Calculate credit hours, class rank, and GPAs;
- Support multiple grade schemes;
- Support an interface for EDI/SPEEDE transactions;
- Print/transmit student transcripts on request, maintaining a complete audit trail online;
- Provide a comprehensive solution for SEVIS compliance;
- Access imaged documents directly from Colleague through an interface to ImageNow, a product from Lexmark;
- Automate the graduation process; and
- Generate standard and user-defined reports.

Colleague Student Registration

Student Registration provides you efficient workflow options for multiple methods of registration. Student Registration is one of the most flexible and powerful solutions of its kind. This component provides enough flexibility to handle today's complex enrollment offerings. You can register all segments of your student populations using multiple formats, including student self-registration using Colleague self-service.

Students can register for a variety of courses, including continuing education, undergraduate, graduate, distance education courses, courses on multiple campuses, courses covering multiple terms, and variable credit courses - all through a single transaction. Integrated with Colleague Financial Aid and Student Accounts Receivable, the Student Registration area saves the duplicate entry of registration information and ensures accurate billing.

Student Registration manages both term and non-term-based curriculum. All of this is performed while enforcing your individual campus and program policies. Only students who are eligible to register for particular courses are allowed to do so.

The Student Planning solution provides a course planning wizard. The course planning wizard uses a Degree Audit program evaluation as a filter when searching for courses. This enables students to search for courses and register for course sections using a Degree Audit evaluation based on a student's program of study. The wizard can make course planning and registration easier by showing what courses can be taken that meet the requirements of a student's program.

You can also control and automate the process to remove students from registered courses due to lack of payment or failure of other institutionally defined business rules.

Key Features of Registration

- Manage both term and non-term-based curriculum for traditional, continuing education and non-traditional students;
- Register different student populations using multiple formats such as self-registration over the web, , and online staff entry;
- Set user-defined parameters for registration procedures and limitations;
- Enforce individual campus and academic program policies regarding registration, including checking for repeat courses and time conflicts;
- Provide priority registration times through the use of the rules-based processor;
- Allow students to search and register for course sections via the web using a course planning wizard;
- Provide integration with Colleague Financial Aid for accurate processing and management of enrollment based, conditional awards such as Pell;
- Provide advanced course waitlisting features;
- Update registration information automatically to accounts receivable for billing;
- Produce mailings to notify students of important registration information;
- Automate registration for lock-step curriculums through the use of Block Registration; and
- Generate standard and user-defined reports.

Student Services Management

Colleague Student Campus Organizations

Colleague Student Campus Organizations provides a single, integrated source of information regarding campus organizations and their members. Tightly integrated with Colleague student and portal solutions, Student Campus Organizations increases Francis Marion University's ability to create a dynamic campus community.

Your staff can enter and maintain information about organizations, clubs, fraternities, sororities, student or faculty committees, and other campus social groups. You can record the organizational structure of each group, including names of officers and advisors. You can also track the purpose of each group and any restrictions placed on the group or its members.

Campus organizations features allow clients to produce membership rosters for each group, including the start and end date for each member. You can use this information for a variety of purposes, including recruiting, budgeting, NCAA tracking, and facilities management.

You have the ability to track a student's non-academic activities. The solution has the ability to produce a non-academic transcript of these activities. The activities are stored by date range to ensure accurate representation of when a student was a member. Leadership roles are also maintained. Including this information on the academic transcript is subject to your school's procedures. The Colleague reporting tools can be used to produce this transcript.

Key Features of Campus Organizations

- Record characteristics about a campus organization;
- Maintain information about an organization's advisors;
- Process membership assignments in batch or individually;
- Indicate member's role in the campus organization;
- Produce membership rosters for each group;
- Print organization labels and ID cards;
- Create standard and user-defined reports;
- Define all student, faculty, and staff organizations, including athletic, social, academic, committee, government and any other type of organizations;
- Track a comprehensive history of membership periods and roles/positions held within the organization;
- Provide information with which co-curricular transcripts can be generated; and
- Include tracking of not only current but also prior members in the organizations.

Colleague Student – additional solutions

Colleague provides additional enrollment management and student services functionality to help your institution:

- Manage international students;
- Facilitate career services;
- Track health services; and
- Manage international students.

Colleague Student provides a comprehensive solution for Student and Exchange Visitor Information System (SEVIS) compliance as required by the U.S. Department of Homeland Security (DHS). By providing a complete solution, Ellucian has reduced the need for your institution to purchase third-party products or services. The integrated solution eliminates duplicate entries into multiple systems, saving considerable time, money and administrative resources.

Colleague Student SEVIS tightly integrates admissions and student services functions and provides enhanced reporting capabilities to help you comply with the DHS regulations. Ellucian has developed a complete international person tracking solution that goes far beyond SEVIS reporting. Ellucian supports both the interactive and batch methods of entry for SEVIS, including support for SEVIS 5.0.

Facilitate Career Services

While Colleague does not have a separate career services module, Colleague contains many processes and a wealth of information to help facilitate the functions needed in a career services office. You have the ability to track and communicate with business and organization contacts, schedule on campus interviews and track placement and employment progress for students and alumni. When taking advantage of the optional ImageNow document imaging tool, you can keep copies of resumes and letters of references online and available at the click of a button, instead of in paper files, which can often be misplaced or lost.

You have the ability to keep a comprehensive record of emails, letters, phone calls or other communication that has been shared with the organization and individual contacts, to help ensure continued relations and positive momentum. Colleague facilitates the tracking of initial hire information for employees and continued tracking of employment and career progress for students and alumni. The career services office can more effectively report success rates associated with students and institutional programs and services.

A Colleague portal solution offers the career services office additional around the clock service to constituents both on and off campus. With online calendar, announcements, message boards and chat room capabilities, you can provide a web forum for communication and services for students, alumni and area businesses. Allowing business partners to post their own job opportunity listings, clients can reduce data entry by career services staff, so they can better focus on servicing students and alumni.

Track Health Services

Health related services can be provided to students and staff by using several components within Colleague. Colleague provides a health form that allows the institution to enter and maintain an unlimited amount of immunization and health record information. The ability to capture image documents electronically is provided through the use of ImageNow. Ellucian has developed an interface to their imaging products. The health services office can also take advantage of accounts receivable and cash receipts features to provide clients the ability to manage cash, credit card and check payments, as well as a reconciliation process and additional accounts receivable functionality. Colleague provides ease of use for communicating to students and staff regarding health related correspondence, including the ability to produce labels.

Colleague Student Summary

Colleague Student provides an automated administrative solution for all aspects of student services. Ellucian's technology tightly integrates business information, improving departmental workflows, processes, productivity, and efficiency across your institution.

Through sophisticated business processes and innovative software, you can enhance your recruitment efforts, collaborate across departments on retention programs, and support the innovative services students and faculty members crave. You can cultivate long-lasting relationships with your students.

Throughout your recruitment and retention strategies, Colleague Student supports and streamlines your plan by building personalized relationships through targeted, tracked, and recorded communications. You can build and manage a sound, comprehensive retention program by tightly integrating each of Francis Marion University's departments through Colleague Student.

The foundation of great recruitment and retention programs is cutting edge student services. Colleague Student offers the flexibility and online services to support this strategy. Ellucian provides the technology and services behind your constituents' online experiences.

Student Finance. Provide a fully automated, integrated module functional in the following areas:

- Cashiering system handling all University monies, whether through the mail, web or in person transactions (cash, checks, credit/debit cards);

- Allow for the proper recording of all non-tuition and fees-related transactions in an automated environment fully integrated with Student Records and Finance Systems
- Accounts Receivable management system fully integrated with Student Records and Finance Systems that ages receivable, streamlines and automates due diligence collection efforts, allows for notes and history files, etc.;
- Allow for accurate and automated reconciliations of all cash between the University, banking institutions, state agencies and others.
- Allow for web transactions thru e-bills, e-payments, etc.

Student Accounts Management

Colleague Student Accounts Receivable

Student Accounts Receivable provides a tightly integrated solution that facilitates billing to all of your customers, including students, employees, sponsors, and other third parties. Since accounts receivable is integrated with data collected across your institution, each customer's account is automatically updated from registration, housing and meal plan assignments, financial aid awards, payroll deductions, refund payments, and cash collections paid in person or via the web. Accounts receivable is tightly integrated with other solutions in Colleague Student as well as solutions in Colleague Finance that track accounting information and cash transactions.

Billing takes place based on user-defined parameters and tables that you establish, ensuring that billing policies and internal controls are followed. An unlimited number of billing setups can be defined by Francis Marion University. User defined rules and student and section billing characteristics allow you to define parameters for unique billing structures. You can have multiple billing structures to reflect various tuition rates for undergraduate programs, graduate programs, continuing education programs, and medical or law schools.

Each student's pending and awarded financial aid amounts are automatically evaluated, reported, and posted, leaving a comprehensive audit trail. This helps to ensure the student receives the approved amount of aid without duplicate data entry, and that invoices accurately reflect financial aid awards.

Student Accounts Receivable provides you the ability to track funds and generate invoices for third-party sponsors. One sponsor can support multiple students or multiple sponsors can support one student. This feature consolidates the billing process for third-parties, simplifying the process of generating and paying invoices.

Key Features of Accounts Receivable

- Generate invoices for all tuition, fees, and housing charges automatically;
- Credit student accounts with approved financial aid;
- Create unlimited subsidiary ledgers for different types of receivables;

- Define parameters for unique billing structures;
- Establish deferred payment plans and print payment coupons;
- Adjust payment plans automatically for re-billed charges;
- Track funds and generate invoices for third-party sponsors;
- Calculate and apply finance and service charges, interest, exemptions, or discounts;
- Automate add/drop billing with tuition and fee forfeiture based on user-defined criteria;
- Establish deposit balances; and
- Process invoices subject to sales taxes.

Colleague Student Cash Receipts

Student Cash Receipts provides you with the tools necessary to process and record all payments, including payments from accounts receivable invoices, and continuing education enrollments. Student Cash Receipts facilitates the processing of any type of payment that institutions receive, whether in person, by mail, or via the web. This flexible solution allows institutions to accept any combination of payment methods, including cash, checks, debit, and credit cards. When a payment is received, the account balance is automatically displayed for viewing and payment application. As each receipt is entered, accounts receivable is either updated simultaneously or at the time each session is reconciled, based on the institution's policies.

Each cashier's session is based on user security. You can easily reconcile end of day processing and bank deposit preparation. The general ledger is automatically updated following each cashier's session reconciliation based on user-defined transaction codes. In addition, when potential non-sufficient funds, NSF, checks are presented, cashiers are immediately notified with an automatic warning message.

The institution's policies can determine when to print receipts, either immediately at the time of the transaction, at a later time, or not at all. The ability to print receipts immediately enhances customer service. Batch printing of receipts helps enable more effective control over receipt generation and the printing process.

Key Features of Cash Receipts

- Provide online entry of all cash receipts, generating a complete audit trail for each transaction;
- Accept payments from third-party sponsors;
- Reverse cash receipts for non-sufficient funds;
- Process cash sales;
- Receive cash payments for deposits;
- Generate daily cash analysis reports by cashier, location, and payment type;
- Accept payments of many types simultaneously, including cash, check, and credit card;
- Process a group of transactions to multiple GL accounts from one screen; and
- Use built in checks and balances to ensure the accuracy of postings.

Financial Aid. Provide an automated and fully integrated Financial Aid Management System for administering federal, state, and institutional funds. As a "Direct Loan School" Francis Marion seeks a system that populates loan origination screens from accepted loan award screens, that automatically and seamlessly manages subsequent change records, cancellation records,

disbursement records, and loan reconciliation processes with student accounting and the U. S. Department of Education.

Tuition increases and budget cuts impact every department on campus – including financial aid. As tuition increases, so do the number of applicants seeking financial aid assistance to attend your institution. Colleague Financial Aid helps your financial aid department manage this increase, while maintaining high levels of quality counseling. Francis Marion University provides a complete financial aid solution designed to help your institution:

- Overcome Institutional Challenges and Maximize Student Enrollment
- Get First-to-Market Regulatory Updates
- Streamline Your Financial Aid Processes
- Maximize Student Services and Increase Productivity
- Leverage Experienced Professional Services

Overcome Institutional Challenges and Maximize Student Enrollment

Dramatic tuition increases are having a tremendous impact on higher education institutions and their constituents. Sizable budget cuts have forced many colleges and universities to increase tuition rates as much as 40 percent. The economic impact of these trends calls for significant changes in enrollment strategies. Institutions must consider financial aid an integral component of the decision making process. When tuitions rise, so do the number of applicants seeking financial aid assistance.

Financial aid offices must be able to manage increased workload, while maintaining the same high levels of quality counseling services f invoices for all tuition, fees for students. A dynamic financial aid solution can help manage increased institutional demands by facilitating the application aid process and ensuring full compliance with regulatory mandates. Designed specifically for higher education, Colleague Financial Aid provides seamless access to all critical student demographic and institutional information for rapid and trouble-free development of financial packages.

Get First-to-Market Regulatory Updates

As the recognized authority on regulatory compliance, Francis Marion University is consistently first to meet client regulatory and federal mandate needs. Your institution is empowered to send out financial aid packages sooner than your competitors. You have a clear advantage over your competition. Full compliance results in fewer audit findings.

Colleague Financial Aid is compliant with federal mandates. Francis Marion University works closely with the Department of Education to ensure that clients are fully prepared for new regulations, and in a position to leverage any associated benefits. Colleague Financial Aid automates the return of Title IV Funds and the exchange of FAFSA, Pell Payment, FFELP and Direct Loan data.

The Department of Education's Common Origination and Disbursement (COD) initiative, an XML based integration, enables institutions to submit student records online, streamlining common data submission processes. This federally mandated structure eliminates multiple redundant data submissions by your

campus to the Department of Education – integrating processes for requesting and receiving Pell Grant and Direct Loan funding. Francis Marion University fully participates in the Department of Education’s COD initiative, and Colleague Financial Aid information management has been re-engineered to comply with the COD mandate. Francis Marion University’s COD software automates data exchange with the Department of Education’s COD system, directly to and from Colleague.

Colleague Financial Aid also provides your institution the functionality of sending Student Status Confirmation Reports (SSCRs) to the National Student Clearinghouse (NSC), which forwards the data on to the U.S. Department of Education’s National Student Loan Data System (NSLDS). These functionalities are available in addition to the Colleague import/export utility.

Streamline Your Financial Aid Processes

With significant increases in financial aid applications on the horizon, it is imperative for institutions to streamline their financial aid processes. Colleague Financial Aid seamlessly shares student and financial data throughout the institution. The result is increased inter-departmental communication and cooperation and the elimination of repetitive data entry processes. Colleague Financial Aid incorporates several built-in functions to dramatically expand departmental capabilities:

- Cross-departmental workflows
- Rules-based and event-driven auto packaging and awarding criteria
- Dynamic award recalculation based on enrollment patterns and award eligibility

Colleague Financial Aid enables you to streamline student communications, enhancing your ability to tailor correspondence to targeted students. Because Colleague Financial Aid is integrated with Colleague Self-service, students are able to retrieve important award information 24x7 – freeing up staff to perform more important activities, such as counseling.

Maximize Student Services and Increase Productivity

The broad functionality and automation of Colleague Financial Aid enables your staff to spend less time managing data processing tasks, and more time assisting students. The system builds, exports, and imports all data exchanged with outside entities. Data is exchanged with immediate updates from the Department of Education and other trading partners. Instead of monitoring and maintaining all files, your staff only needs to manage file exceptions. The automation of routine data transfers allows financial aid offices to provide the highest quality counseling services for students, without increasing staff.

Communications Management for Financial Aid consulting is another service offering for Financial Aid. This service provides a detailed review of coding and processing issues for correspondence processing in the financial aid office. Francis Marion University's Professional Services consultants will guide you toward establishing codes and procedures to meet the communication needs of your financial aid office. This consulting will produce the following results:

- Verify that coding and workflow decisions are consistent with good practices and institutional policy
- Understand Communications Management issues specific to how the financial aid office needs to communicate with students

- Process and produce correspondence required for the financial aid office to function effectively
- Understand how tools outside Colleague (i.e. word processing software) are used effectively in conjunction with Communications Management to produce correspondence
- Establish procedures for the creation, processing, and generation of correspondence by the financial aid office

Francis Marion University offers critical services to help you maximize your investment in Colleague Financial Aid – consulting, training, live support, testing, and custom assistance. Francis Marion University's Professional Services consultants will help you optimize the Colleague Financial Aid solution.

Colleague Financial Aid Components

Financial Aid helps you facilitate the application aid process through automated workflows and online services. Your financial aid department has seamless access to all critical student information for quick and trouble-free development of financial aid packages. Compliant with federal and state mandates, Francis Marion University is among the first to market with financial aid updates every year – reducing your audit findings and allowing you to send your award letters out sooner than other institutions. We discuss each component of Colleague Financial Aid in the following pages.

Financial Aid Self-Service

Colleague Financial Aid WebAdvisor

Colleague Financial Aid WebAdvisor, a self-service solution, provides self-service forms and workflows that maximize your enterprise resource planning software and satisfy the online needs of your most technical-savvy students.

Colleague Financial Aid Award Acceptance and Loan Change Self-service form gives your students the ability 24x7 to accept/reject awards and increase/decrease their FFELP loans on-line. You control the information that the student views and changes on the form. When students modify their aid package, Colleague immediately checks the eligibility of the change/update based on the parameters your institution has set. If approved, the data is then automatically updated in Colleague, and can be easily sent to data exchange partners.

Self-service Award Acceptance and Loan Change will free your staff from processing paperwork and capturing changes. They then can spend more time helping and counseling students.

Key Features of Financial Aid Self-service

- Enable students to view charges, previous payments, paid and unpaid financial aid, and determine their total remaining balance as well as securely pay for charges
- Allow applicants and students to view their financial aid award letters online
- Let students accept or reject their financial aid awards via the Web and then view a confirmation of their actions
- Provide students the ability to change the amount of their Federal Stafford loans and view a confirmation of that request

- Allow eligible students to complete a Federal Stafford loan application online
- Give students the ability to see a term's financial aid awards, including the current status
- Enable students to look up a particular year's financial aid awards, including the current year
- Let applicants and students view a list of missing and received documents thereby streamlining the FA application and awarding process

Your institution can implement the Shopping Sheet format as part of your financial aid awarding process. This tool was developed by the Department of Education for use by your institution to notify students about their financial aid package. It is a standardized form that is designed to simplify the information that prospective students receive about costs and financial aid so that they can easily compare institutions and make informed decisions about where to attend school.

You can use Colleague Financial Aid Shopping Sheet processes to do the following:

- Enter and maintain shopping sheet parameters.
- Customize shopping sheets with custom messages and information about your institution.
- Create individual PDF shopping sheets.
- Create multiple PDF shopping sheets in batches.
- Control when students can view and print shopping sheets through self-service online.

In addition, the Shopping Sheet will help institutions (that have agreed to comply with the Principles of Excellence Executive Order 13607) meet the requirement in section 2(a) by providing prospective students who are eligible to receive Federal military and veterans educational benefits with a personalized and standardized form displaying financial aid information.

Financial Aid Management

Colleague Financial Aid

Colleague Financial Aid provides a single source for financial aid and student information, to ensure regulatory compliance and to facilitate the counseling of students.

Colleague Financial Aid provides complete access to all student information needed throughout the application and aid disbursement process. The financial aid application streamlines the financial aid office and gives you the time to provide outstanding counseling and advising services to students. The solution helps you manage all aspects of financial aid processing, including initial filing of financial aid applications, preparing reports to meet federal requirements, tracking continued student eligibility for aid, packaging student awards, and automatically posting financial aid awards to accounts receivable.

When used in conjunction with Colleague self-service, Colleague Financial Aid enables students to view complete account summary including pending and awarded financial aid, award information by term and by year, award letters, outstanding/received correspondence, and loan application completion via the Web. This reduces service calls by providing students with Web access to current financial aid information.

In addition, federal work-study funds made available as part of the financial aid package can be automatically linked with Colleague HR Payroll. As the student is paid, the work-study balance is displayed on the student's financial aid award.

Clients have the ability to keep and view an entire history of all ISIR transactions for each student. Clients can designate an “active” transaction on which to base federal and institutional awards. Colleague Financial Aid enables clients to create supplemental applications by changing pieces of data in existing transactions. Clients are able to compare a CPS transaction side-by-side with its corrections. Clients will be able to print ISIRs, select their own sample of students for verification, and run additional reports to assist with monitoring activity on incoming ISIRs.

Financial aid is fully integrated with accounts receivable. This feature enables your financial aid office to automatically credit each student's accounts receivable account when specific award criteria are met, such as registration for a full course load or the completion of financial aid requirements. This means that the student's accounts receivable account always contains the most current balance, and that your business office or your financial aid office can access it online at any time. Disbursements can be made in either online real-time or batch mode.

Francis Marion University is consistently the first to deliver full regulatory-compliant updates to clients. Colleague Financial Aid also incorporates automated Return of Title IV Funds, and automated exchange of FAFSA, Pell Payment, FFELP, and Direct Loan Data. Clients are provided needs analysis calculations that include the College Board's Institutional Methodology, a unique and flexible Supplemental Methodology, and the Federal Methodology.

Francis Marion University provides the Financial Aid CSS/INAS interface that integrates the IM calculation result with the Colleague Financial Aid solution. This ensures that financial aid is appropriately administered and distributed.

Key Features of Financial Aid

- Provide self-service options for students
- Provide first-to-market regulatory compliance updates
- Include automated Return of Title IV Funds functionality
- Support needs analysis calculations, including The College Board's Institutional Methodology (IM), unique and flexible Supplemental Methodology (SM), and Federal Methodology (FM)
- Support automated data exchange with Department of Education of FAFSA, Pell Payment, FFELP and Direct Loan Data
- Provide a very powerful, rules-based auto-packaging tool that can handle an unlimited number of packaging groups
- Keep and view an entire history of all ISIR transactions for each student
- Support CommonLine functionality
- Enable dynamic award recalculation
- Accommodate access to student records, accounts receivable, and student life information
- Automate Satisfactory Academic Progress calculation and student notification system

- Interact with communications management for contact with students concerning aid status and document tracking
- Trigger communications based on workflow and events
- Generate student financial aid awards using rules-based and event-driven automatic packaging and awarding criteria
- Post financial aid credits to accounts receivable accounts automatically
- Produce standard and user-defined reports to maximize fund management

Financial Aid Reporting Management

Colleague Financial Aid Reporting

With Colleague Financial Aid Reporting, your institution can streamline and automate the compilation, analysis, and dissemination of all your financial aid information.

Clients can produce financial aid transcripts and reports, including reports to aid in FISAP completion. Standard reports are provided to assist you in the preparation and submission of reports necessary to meet institutional, and federal requirements.

Colleague Financial Aid Reporting provides the ability to produce point-in-time reports. This feature allows date-sensitive information to be accessed based on user-defined intervals for analysis, comparison, and reporting to management for decision-making. Because Colleague Financial Aid is entirely date-driven, you can select any past, current, or future dates to track needed information. By comparing historical data with current data, you can perform trend analysis while working with future projections.

Online query access is also available to facilitate reporting requests. You can query and analyze data directly from cost-effective desktop or Web-based tools.

Colleague Financial Aid Reporting provides your institution with multiple options for running queries at the desktops of end-users and executives. Senior executives will be able to analyze current and historical data and respond to changing market trends without intervention from your Information Technology staff.

Key Features of Financial Aid Reporting

- Extract operational information using Colleague Financial Aid standard reports
- Build ad-hoc queries using views and data marts
- Produce standard and user-defined reports to maximize fund management
- Query and analyze data directly from cost-effective desktop or Web-based tools
- Pick the appropriate tools for your unique reporting needs
- Use advanced data mining and multi-dimensional OLAP tools to analyze trends
- Develop dashboards and key performance indicator management systems

Colleague Financial Aid Summary

As budget cuts force many colleges and universities to raise tuitions, financial aid has become an integral part of enrollment strategies. A significantly increasing number of students are applying for financial aid, placing demands on your financial aid office to manage additional workflow.

Colleague Financial Aid can help you manage increased institutional demands by facilitating the application aid process and ensuring full compliance with regulatory mandates. Directly integrated with Colleague Student, you have seamless access to all critical student information for quick and trouble-free development of financial aid packages.

Your institution will receive updates for regulatory compliance. Full compliance with federal and state mandates reduces your institution's audit findings. Francis Marion University is among the first -to-market with financial aid updates every year, meaning your award letters are sent out before those of your competition.

Colleague Financial Aid incorporates built-in functions and workflows to expand your department's capabilities. You can streamline your financial aid processes with Colleague Financial Aid. Additionally, communications management tools allow you to tailor an effective, targeted message.

Colleague Financial Aid builds, exports, and imports all data exchanged seamlessly with outside organizations such as the Department of Education. This will help you maximize student services and increase productivity. You only monitor and maintain the exceptions – not all the files, to save your staff time and money. Because student and financial data is shared throughout the institution, eliminating duplicate entries and redundant paperwork – your students and staff will have access 24x7 to important award information.

To complete our solution, Francis Marion University's Professional Services Team can evaluate your current financial aid processes and procedures, and help streamline your workflow for improved productivity. The result—Colleague Financial Aid enhances your department's efficiency, giving you and your staff more time for more important things like one-on-one counseling with students.

Human Resource System. Provide modules supporting employee recruitment, hiring, maintenance, benefits, termination, retiree tracking, position control and encumbrance processing. The proposed system should provide for web-based recruitment and tracking, and web-based employee performance.

Colleague HR

Colleague HR provides a comprehensive solution to successfully manage Francis Marion University's HR business processes. From recruitment through retirement, Colleague Human Resources and Payroll solutions help enable the collection, use of, and reporting of information needed to effectively manage the human capital critical to the success of all organizations. Improved service to employees is enabled by Colleague's HR Self-Service features.

At the core of every higher education institution, you will find people – employees, faculty, staff, and students who embody the principles and mission of your college or university. They are critical to your success, and that of your institution. That is why it is so important for today's institutions to provide Human Resources departments with the tools and support they need.

Colleague HR is a complete, scalable, and integrated human resources management software and services solution – one that helps you attract the most qualified candidates, retain valued personnel, effectively administrate everyday processes, and keep your people happy.

Colleague HR tightly integrates with Colleague Student, Colleague Finance, and Colleague Financial Aid, so you can build the perfect solution for your institution, implementing the precise level of functionality you need to accomplish your strategic goals. It is designed to help you attain maximum return on your investment, while allowing you to overcome everyday human resources challenges, capitalize on new opportunities, and best prepare for the future.

With Colleague HR, authorized users can enter and update employment information that can be immediately shared among all constituents, expediting internal and external communication. HR directors receive many value-added benefits from Colleague's communication management solution – from shorter position vacancies to integrated business workflow processes. From job applicants to retirees, Colleague HR helps you best manage your institution's workforce. In response to your needs, Ellucian provides a complete solution of software and services designed to help your institution:

- Recruit job candidates effectively;
- Retain your valued employees;
- Comply with regulatory changes and industry standards;
- Provide workforce analytical reporting;
- Maintain high employee satisfaction through employee self-service; and
- Leverage experienced professional services.

Colleague HR is also flexible to meet your ever-changing needs. Automated workflows reduce the paperwork and overall administrative burdens facing your HR team, to reduce mundane tasks. This allows them time to focus on more strategic issues.

Colleague HR also provides workforce analytic reporting capabilities, so you can present information in the most effective manner and leverage that information to make important business decisions. It can help Francis Marion University address a complete range of challenges, letting you take action and get the most out of your top performers for years to come.

Streamline Hiring Process

Finding and attracting the most qualified job candidates can be a daunting process – once you find the right people getting you want to get them through their administrative process quickly, accurately and easily so your new employees are effectively on-boarded and ready for success.

With Colleague HR Francis Marion University can:

- Reduce your HR department's administrative tasks– Ellucian's automated tracking solution reduces the administrative burden on your HR professionals, reducing many mundane tasks so your staff has more time to focus on strategic initiatives.
- Adapt to a changing workplace environment– Ellucian's solution helps ensure that your employee workforce grows and adapts to the constantly increasing demands of your institution. Whether you

need automation tools, an advanced integrated staffing system, or expert guidance from experienced consultants, Ellucian is here to help you manage change.

Retain Your Valued Employees

The higher education environment has changed considerably in recent years. Colleges and universities openly compete for the best and the brightest, and employees are far less likely to serve out their careers at a single institution. At the same time, it has never been more costly to train the right employees for their positions. Bottom line – it's imperative that you hold on to your top performers.

- Effective workforce planning and deployment– With over 30 years exclusive experience in higher education, Ellucian is well qualified to help you effectively plan and deploy your institution's workforce. We work closely with you to match the right people with the right jobs, so you can maintain the delicate balance between institutional goals, employee needs, and available resources.
- Keep your top performers– With Ellucian's employee retention solutions; your institution is best prepared to address ongoing challenges by properly matching the most qualified people with tasks at hand, and by providing your highest performing employees the incentive to keep doing their best work at your institution for years to come.
- Complete employee lifecycle management– As an HR professional, you know that employee expectations and demands are at an all-time high. From the moment applicants make contact with your institution, to the time they leave their position years later, HR is actively involved in their welfare, career path, and productivity. Colleague HR offers a complete solution to help you and your staff manage the process, from recruitment to retirement.

Comply with Regulatory Changes and Industry Standards

As your technology partner, it is our responsibility to anticipate government and industry-imposed mandates and regulations. Our task is eased by our single focus on higher education and our investment in experienced higher education professionals. Ellucian Product Managers have a wealth of industry experience and have active membership in associations. They also serve as members of government-sponsored committees, which allow them to forecast the impact of regulations on our clients. Ellucian consistently provides timely regulatory updates, allowing institutions to remain in compliance with key Federal and state requirements. Ellucian believes it is imperative we help ensure that your institution is in compliance with Federal and state obligations by monitoring and anticipating regulatory changes and providing any necessary software before they need it, in addition to professional services to assist in their understanding and implementation of their compliance activities.

- Graham-Leach-Bliley (GLBA) overlaps significantly with FERPA –Therefore, the Colleague software suite already has within it the tools to maintain and monitor information access and security. Ellucian provides additional services to help institutions ensure compliance with GLBA by providing clients with infrastructure and IT services and awareness and a best practices seminar.
- Health Insurance Portability and Accountability Act (HIPAA) –Ellucian provides security access, based on person or position to the screen and field level. All benefit enrollment data can be centralized for only those that have a need to know.
- Supports tax calculations for federal income tax calculations and for the processing of W-2s – Colleague provides all of the necessary functionality needed to process W-2s for your institution.

The Payroll solution prints the W-2 Backup report, a final payroll copy, which reflects the information contained in the employees file prior to any adjustments, calculates the amounts for each employee's W-2, prints W-2 forms and/or creates W-2 magnetic media, state and/or local magnetic media and updates the calendar year salary history. Ellucian provides, as part of the annual services support agreement, all regulatory W-2 updates required by the federal government.

- Maintain employee benefits and deductions such as COBRA. –Employees may be assigned to individual benefits and deductions or to a pre-defined group of benefits and deductions based on employment type and employee group. The solution provides the capability to determine COBRA eligibility by qualifying events, set-up COBRA benefits for spouses and dependents, send billing notices, collect payments, and track eligibility status. Employee benefit and deduction reports may be generated for individuals or groups of employees receiving COBRA benefits.

Provide Workforce Analytical Reporting

Having access to important information is one thing. Delivering it in an easy-to-understand format is another. Colleague HR incorporates robust reporting capabilities, so the information employee's access can be delivered in a format of their choosing – using a reporting tool that the institution or department chooses.

- Colleague Reporting and Operating Analytics is delivered with starting point dashboards and sample analytical reports to facilitate data driven decision making.
- Produce EEO/Affirmative Action and IPEDS reports. The comprehensive data stored in HR allows you to quickly and accurately produce IPEDS staffing reports. This saves the manual tracking and compilation of salary, tenure, ethnic distribution, and gender for each classification of employee, ensuring the accuracy of the data and simplifying the reporting process. Please see Exhibit B to this section for more information.

Maintain High Employee Satisfaction through Employee Self-Service

In today's fast-paced work environment, employees need access to a vast amount of information without delay. Having such flexibility is key to maintaining high morale and a highly satisfied workforce.

Unfortunately, your HR staff is faced with its own set of challenges and concerns every day, and is not always available to deliver personal services to employees at a moment's notice. Ellucian has your solution.

With Colleague HR WebAdvisor, a self-service solution, employees can gain access to real-time personal and work-related information, and submit personal data via the web in a highly convenient and secure environment. They can update records, access benefits information, check payroll records, and much more – without the involvement of an HR or Payroll representative.

HR WebAdvisor provides a means for your HR staff to bolster customer service levels, while managing costs more effectively and increasing overall productivity. Having access to important information is one thing. Delivering it in an easy-to-understand format is another. HR Employee WebAdvisor incorporates robust reporting capabilities, so the information employee's access can be delivered in a format of their choosing – using a reporting tool that the institution or department chooses.

HR WebAdvisor for Employees allows your faculty administrators and employees to get immediate answers to frequently asked questions as well as information regarding their employment status without leaving the comfort of home or their office. Employees can access their employment information from their desktop on campus, from their home computer or from any computer located on campus with an ID and password.

Clients can pick and choose which features to take advantage of, including:

- Web Time Entry and Approval– Provides employees with the ability to submit and view time history, leave, and accrual balances via the web. Supervisors have the same Internet interface ability to view, approve, and change employee timecards before submission to the payroll office.
- Online Leave Requests– Employees will be able to request leave, and supervisors will be able to approve their leave requests via the web.
- Position History– Employees may view their position history.
- Leave Balances– Employees may view their leave balance.
- Stipend Information– Allows authorized employees to track the stipend history of individual faculty members.
- Online Pay Advice– You can offer employees the ability to view pay advice online or receive hard copy statements. Employees can also conveniently view their historical pay information at any time.
- Online Total Compensation Statement– We are all aware from both our personal and HR perspectives that benefits are a critical part of an employee’s total compensation package. They are more than “fringe” benefits – they are integral to your HR goals to attract, retain and motivate a high performance workforce at your institution. For that reason alone, an excellent place to start enhancing your communication to employees is with the Total Compensation Statement Online
- Custom Web Benefits Enrollment– Web Benefits Enrollment provides online benefits enrollment for employees, with the updating of appropriate Colleague HR files upon completion and review of the submitted benefit enrollment form.
- Direct Deposit Bank Account information
- Online W-2 delivery and history
- Online 1095 delivery and history
- Emergency Contact information
- Change and confirm Address and Telephone Number.
- Change password.

Workflow Solution for Colleague HR

You have the ability to automate your end-to-end business processes utilizing the Colleague Workflow Management Solution (WfMS). Every day you face a string of routine tasks, adding a new hire, processing a promotion or changing a salary amount. Each task can involve a considerable amount of time and paperwork. Imagine, however, accomplishing those same tasks more efficiently, in half the time, with less manual paperwork. With the use of Colleague WfMS you can accomplish those tasks more effectively. Your HR Office can streamline the end of term processing with fewer manual approvals, and reduce completion time.

With WfMS, you receive a customized workflow system specifically created for your institution. Ellucian will analyze your current human resources initiatives, helping you re-design processes to cut the amount of

manual paperwork, and reduce timeframes. The number of steps involved in typical operations can be significantly reduced.

Ellucian's WfMS helps improve communication with all members of your institution. Built according to industry standards developed by the renowned Workflow Management Coalition, Ellucian's WfMS interoperates directly with other systems and departments for seamless operation. The system will not only enhance the working environment within your HR department, but also improve inter-departmental communication without requiring additional expenditures. WfMS tracks the status of any personnel action at any interval, eliminating confusion and lost status reports.

There are countless benefits afforded by Ellucian's WfMS. For example, the seemingly simple process of an exiting employee actually involves a complicated, multi-level and multi-department paperwork trail for the HR department. Several signatures are required throughout the institution.

Ellucian's WfMS when used in conjunction with HR Employment Actions helps improve communication with all members of your institution. The system will not only enhance the working environment within your HR department, but also improve inter-departmental communication without requiring additional expenditures. WfMS tracks the status of any personnel action at any interval, reducing confusion and lost status reports.

Ellucian's expert Professional Services Team examines the unique and specific roles, responsibilities, and routines in your HR department. By uniting the technology, procedures, and people, you gain a complete overview of the overall environment, enabling you to map out processes more effectively.

Leverage Ellucian's Experienced Professional Services Team

Ellucian's Professional Services Team is comprised of business experts and higher education consultants with real-world experience in HR management. In fact, most of our HR solutions experts have spent a considerable portion of their careers working at academic institutions just like yours. They offer the knowledge and methods to successfully implement best practices, with a focus on a high return on your investment. Institutions demanding on-time and within budget implementations select Ellucian as their strategic business partner.

Colleague HR Components

Through Ellucian's advanced business practices, flexible technology, and Colleague HR, you can meet your business goals – enhance recruitment, build retention programs, and offer cutting edge services. Each component of Colleague HR is discussed in the following pages.

- Colleague HR Self-service
- Colleague HR Reporting
- Colleague HR
- Colleague HR Position Management
- Colleague HR Payroll

Colleague HR Summary

Colleague HR can give Francis Marion University the necessary tools to keep pace with the ever-increasing demands of the human resources environment. Colleague HR works seamlessly with payroll, budgeting, personnel and reporting to eliminate redundancy, reduce data entry, and increase data integrity.

Colleague HR tightly integrates with Colleague Student, Colleague Finance, and Colleague Financial Aid, so you can build the ideal solution for your institution, implementing the precise level of functionality you need to accomplish your strategic goals. It is designed to help you increase return on your investment, while allowing you to overcome everyday human resources challenges, capitalize on new opportunities, and incorporate enterprise-wide information into planning efforts.

Payroll System. Provide a rules-based payroll management system, which will ensure compliance with current Federal and State compensation rules. Such a system will need to calculate payroll, taxes, disposable income, and garnishments. The system should be able to process time and labor, track time and attendance, and monitor/approve absence time (i.e. annual leave, sick leave, compensatory time, etc.). The proposed system should provide for an integrated, web-based time and attendance management system.

Employee Compensation Management

Colleague HR Payroll

HR Payroll is an integrated component of Colleague HR that supports employee-centric, integrated payroll functions with a single point of entry supported by an intuitive user interface. HR Payroll provides a seamless setup, processing, maintenance, and reporting of employment and payroll information. Your Payroll Office can generate and process payroll checks and direct deposits en masse or individually with a complete audit trail. Your employee benefit contribution, leave accruals, and other payroll deductions are automatically updated in summary and detail formats. HR Payroll provides you the flexibility to schedule payroll processing at any time; print required registers and journals automatically; produce system-generated or hand-typed checks; and support changes in payroll deductions, benefits, taxes, direct deposits, leave accruals, and earnings.

The need for manual labor for balancing account and check reconciliation is eliminated. Posting payroll account balances to the general ledger and maintaining current employee history records are online processes. You can take full advantage of electronic transmission of vendor payments and employee direct deposits. The fear of penalties from the lack of regulatory compliance is removed with year-end and other reporting requirements. This system performs calculations for federal and state withholding, employer contributions, and other employee deductions and taxes.

HR Payroll allows you to streamline diverse payroll processes for faculty, staff and students. Your Payroll Manager needs the satisfaction of knowing that each monthly or weekly pay period will run accurately and according to schedule. You can pay employees multiple types of shift premiums, wage differentials and stipends. You will also be able to pay distributed learning faculty based on workload calculations.

Key Features of HR Payroll

- Generate direct deposit tapes to financial institutions, which meet all National Automated Clearinghouse Association (NACHA) standards;
- Process stipends and miscellaneous payments;
- Process deferred payment for faculty contracts automatically, calculating the correct salary payment and tax liability for faculty on nine-month, ten-month, or twelve-month contracts;
- Perform paycheck modeling and "what-if" scenarios regarding potential changes to wages, taxes, benefits, and deductions;
- Track College work-study distribution expenses and automatically track the earnings limit for each college work-study student in Student Financial Aid;
- Process tax-deferred deductions which provides the flexibility to offer greater employee benefit options;
- Automatically calculate retroactive wage/salary increases based on the appropriate wage/salary increases from user-defined start and end dates; and

Finance System. Provide modules supporting the following activities: chart of accounts, general ledger accounting, budgeting, accounts payable, accounts receivable, capital projects, grant and contract administration, purchasing including solicitation management, electronic bidding, catalogs, contract management, inventory control and asset management as well as financial reporting. The system should provide for electronic workflow, forms and payment and should be fully integrated with the Human Resources and Student Systems.

Colleague Finance

Colleague Finance delivers institutions the processes to collect and report the critical information needed for effective financial management. Colleague Finance provides consistent, predictable results and greatly eases the compliance burden facing institutions today.

The demands have never been greater on your chief administrative and financial officers to ensure the financial well-being of your institution. Your entire institution relies on timely, accurate financial information to support your mission-critical business operations — from the registrar determining a student's current account balance, to a department director checking for available funds before approving a purchase order. In this competitive environment, everyone must do more with less. Your institution must effectively manage valuable resources, initiating ways to control costs and maximize revenues. Colleague Finance is the right financial solution to help you with these challenges.

Ellucian understands the unique pressures to do more with less -- to maximize Francis Marion University's investments; manage institutional debt; stay on top of tax, accounting, and regulatory updates; and manage campus operations. By providing real-time access to accurate financial information, Colleague Finance lets your staff efficiently run the business of your institution, as well as strategically plan for tomorrow. Designed specifically for higher education, Colleague Finance integrates valuable strategic and financial information across your entire institution. You can make day-to-day business decisions with confidence, because everyone is using a common set of financial data.

In response to these demands, Ellucian provides a complete solution of software and services designed to help your institution:

- Provide powerful, state-of-the-art financial reporting;
- Implement paperless, decentralized procurement;
- Decentralize budgeting and planning;
- Comply with regulatory changes and industry standards;
- Provide customer self-service;
- Implement customized workflow; and
- Leverage experienced professional services.

Provide Powerful, State-of-the-Art Financial Reporting

Producing, analyzing, and disseminating reports can be a daunting task for any institution. In today's challenging economic climate, it is critical that Francis Marion University's business services professionals be able to provide complete, accurate, and timely financial information to their constituents. Ellucian closely monitors changes in federal regulations, making recommendations and providing solutions that facilitate compliance with standards boards, generally accepted accounting principles, and year-end tax form production. With Colleague Finance, Francis Marion University can streamline and automate the compilation, analysis, and dissemination of this information.

- Colleague Finance provides a variety of user-friendly reporting tools that create standard operational reports, as well as boardroom-ready executive reports. With Colleague Finance, Francis Marion University can:
 - Use pre-established reports that support transaction processing and tactical reporting requirements;
 - Utilize query tools that support ad hoc reporting requirements; and
 - Produce reusable financial statements using a state-of-the-art reporting solution, Synoptix, from CompuSoft Development, LLC.
- Together with CompuSoft Development, Ellucian offers state-of-the-art financial reporting that includes a comprehensive financial reporting application. Our professional services group works with clients to document their reporting requirements, map these requirements to the appropriate tool, and help ensure the successful implementation and rollout across the institution.

With Colleague Finance Reporting Francis Marion University can:

- Design professional financial reports – You can use an easy and flexible tool to create financial reports in a finished, boardroom-ready quality. No additional editing is required. This solution supports the preparation of GASB, FASB, AICPA, and CRA-compliant financial statements, as well as day-to-day financial and budget management reports.
- Enjoy paperless distribution of financial statements – Network traffic is minimized because financial statements can be distributed via email or the web in a condensed, secure format.
- Get answers with the powerful drill-down viewer – Empowered users can do their own investigating by "drilling down" to view and examine detailed, transaction-level information, from a single

summary report, examining underlying account balances and transactions supporting the financial reports.

- Easily recognize organizational changes in reporting – Reporting trees can be dated to automatically recognize organizational changes without any change to the general ledger chart of accounts. Your institution can easily re-segment your chart of accounts, manipulate account segments, and create different roll-ups to quickly view reporting hierarchy changes.
- Import/export information for analysis – You can combine information contained in other spreadsheets with information from your general ledger -- reallocating that time toward analyzing the information.
- Help ensure the security of financial information – Enhanced security features ensure you receive and view financial information deemed appropriate by the report's author.
- Harness the power of the financial reporting solution – Leveraging years of experience with Colleague, industry best practices, and tools to meet the needs of higher education; Ellucian's professionals will help Francis Marion University address its specific reporting goals. Our experts will not only help you install and implement the software, but also help design and construct reports that make the most efficient use of the available tools. Our consultants can help develop strategies and training plans to distribute these tools across your institution.

Implement Paperless, Decentralized Procurement and Simplify the Procurement Process

Colleague Finance provides an integrated and secure environment that facilitates the controlled decentralization of procurement processing. This frees your professional buyers from managing paper as it moves around your campus. Colleague Finance also provides familiar, easy to use, web-based tools that allow purchasing professionals to focus more time on value-added tasks.

Colleague Finance can allow Francis Marion University to:

- Enjoy faster, more accurate purchasing;
- Adhere to institution review and approval rules; and
- Provide self-service to internal staff and vendors.

Colleague Finance offers procurement solutions that can help Francis Marion University save time and money, satisfy your staff's desire for self-service and empowerment, and allow your purchasing office professionals to focus on more value-added activities, like contract negotiations.

With Colleague Finance Reporting your institution will:

- Allow employees to complete procurement transactions online – User defined business rules grant, and limit, the ability of staff and faculty to use the online requisitions and purchase order solution. This includes inquiry and transaction status look-up capabilities that help enable staff and faculty to answer many of the questions that frequently come to the Purchasing Office.
- Perform a three-way match of documents behind the scene – With Colleague Finance your institution no longer has to manually perform the purchasing order, receiving document, and bill three-way match. Colleague Finance will perform this important check for documents behind the scene – payments will be made only after the match has taken place.

- Allow vendors direct access to invoice status – With Colleague Finance, vendors can securely view a historical list of their invoices submitted, and check on the status of individual invoices, reducing phone calls to your Purchasing Office.
- Manage the bidding process online – Ellucian offers a bidding solution that allows your institution to manage the bid process online — from aggregation of bid requirements, to electronic notification and receiving of bids, through evaluation and final bid award. You can input requirements electronically, and enable bidding entities to combine these requirements to solicit bid responses from the vendor community.
- Automate the quote process for buyers and vendors – Colleague Finance also offers a quoting solution that facilitates the buying process. This solution captures all required information to publish a request for quote (RFQ) in an easy to use electronic format. Completed quotes are published to a pre-selected vendor community. Vendors can then respond to the RFQ, and, if applicable, be awarded the contract — all online.
- Assess your current procurement processes – Use Ellucian’s Professional Services Team to identify how the internal controls of Colleague Finance can allow your institution to decentralize procurement in a more efficient way. They will also help you redesign your institution’s approval process to take advantage of the new decentralized procurement system.

Decentralize Budgeting and Planning

Ellucian’s budget development and management solutions support your need to decentralize budget development activities, and automate the budget submission process. We deliver a secure and tightly integrated tool that provides your budget officers with the baseline budget developed by your administration office. The budget officer worksheets provide related comparative information that is necessary to support your online budget submission and approval process.

Colleague Finance provides built-in control and security features that allow your institution to give the right administrative team members the ability to manage their own budgeting and planning activities.

The most significant portion of an institution’s budget is the cost of human resources. Colleague Finance allows you to combine position-based budgets created in HR with non-HR budget data to create a complete institutional budget

With Colleague Finance, your institution will:

- Create a total institution budget – Our solution includes an integrated tool to support the development of the most significant financial component of your institutional budget – your personnel budget. Position-based budgets created in human resources can be combined with non-personnel budget data to create a complete institutional budget.
- Define the budget preparation cycle – Set the stage for each budget preparation cycle by defining intermediate target completion dates, budget limits, and a starting point baseline budget. Then bring together these critical sets of comparative data to provide guidance for the budget preparation team.

- Prepare your budget online – Each budget officer has access to a set of easy to use online tools to create a portion of the overall budget, including an electronic worksheet and a scenarios worksheet with justification notes.
- Set up intermediate status reports – Instant status reports can be prepared to view the budget status at any time. Each report can be selected, sorted, and totaled a variety of different ways, with a choice to include or exclude supporting narrative information.
- Forecast future budget needs – Historical data with user-defined calculations or formulas can be used to forecast future budget needs.
- Update the general ledger – Once the budget is completed and approved, the new budget totals are transmitted to the general ledger, taking advantage of user-determined distribution methods. Colleague Finance provides for ongoing online budget adjustments to support mid-year budget realignments
- Take full advantage of funding resources – With today’s limits on institutional funding, it is essential for your institution to capitalize on every opportunity. Colleague Finance provides the tools to help your institution manage grants and sponsored projects — from the creation of grant proposals to project accounting. Colleague Finance also provides tools to help you automatically manage endowed funds.
- Evaluate your current budget and planning processes – Ellucian’s Professional Services Team will provide insight as to how you can streamline budget development. Ellucian Consultants will help ensure your budgeting and planning processes are aligned with your institution’s strategic and financial goals. The Professional Services Team can also assist your institution by training the infrequent user with easy and convenient online learning offerings.

Comply with Regulatory Changes and Industry Standards

Higher education is being called upon to hold itself to the highest standards of accountability. With Colleague Finance you define the business rules, workflows, and user security parameters that enable your institution to practice these new standards. By building your institution’s business rules into the workflow of Colleague Finance, you let the system manage the details of your daily processes — allowing staff to focus on more strategic initiatives. Colleague Finance also establishes a comprehensive audit trail of all transactions, leading to well-managed and clean financial audits.

All institutions face the constant challenges of adjusting to the new financial reporting regulations. Just keeping up with the changes takes valuable time and energy from your institution’s business service professionals. Ellucian closely monitors changes in state and federal regulations, making recommendations and providing solutions that facilitate compliance with these mandatory requirements.

With Colleague Finance, your institution will:

- Help ensure GASB compliance –Colleague Finance ensures that your institution will meet the Governmental Accounting Standards Board (GASB) requirements. The solution includes tools to facilitate GASB 34 & 35 compliant financial reporting, and an asset management system that supports the processes of capitalization, depreciation, and disposition of assets.
- Help ensure FASB compliance – Colleague Finance ensures that your institution will meet the Financial Accounting Standards Board (FASB) requirements. The solution includes tools that

facilitate FASB 116 & 117- compliant financial reporting, and an asset management system that supports the processes of capitalization, depreciation, and disposition of assets.

- Produce year-end tax forms – Colleague Finance also takes advantage of your legacy data, through integrated processing, to streamline year-end tax form production.
- Provide asset and property management – Your institution has also made significant investments in fixed assets and physical property. It is important that you are able to account for and monitor these assets. Colleague Finance allows your institution to track the capitalization, depreciation, and disposal of fixed assets. In addition, Colleague Finance provides a comprehensive system for tracking an item’s stewardship and location, asset valuation, and warranty and insurance information.
- Help ensure your institution is compliant – Ellucian’s Professional Services Team is available to discuss all regulatory requirements. Our Professional Services Team offers seminars, workshops, and other training opportunities addressing both the details of the requirements, and the compliance functionality included in our solution.

Empower Your Constituents with Customer Self-Service

Online services are no longer just an enhancement to your institution’s offerings — they are a necessity. Today’s campus constituents demand more sophisticated self-service solutions. Institutions without self-service waste valuable resources handling routine tasks that constituents want to manage themselves. Colleague Finance offers a wealth of self-service options that let Francis Marion University put the power of information in the hands of your users — helping them access and manage their financial information.

Some of the online services your institution can deploy with Colleague Finance include: access to budget information, account management for students, procurement processing, and secure e-commerce transactions. In addition, you can give vendors direct access to view the status of their invoices. Customer self-service will allow you to streamline processing and focus on performing value-added tasks. Colleague Finance Self-service can provide Francis Marion University with important online capabilities for your employees, vendors, and students.

With Colleague Finance Self-service, your institution will:

- Provide online access to budget information – Your budget officers can view a summary of their accountable areas, including budgets, actuals, encumbrances, and available funds, saving time and reducing effort.
- Allow vendors direct access to invoice status – Any authorized vendor can securely view a historical list of their invoices submitted, and check on the status of individual invoices, reducing phone calls to your institution's Purchasing Office.
- Give students the ability to manage their accounts online – You students can use Colleague Finance to get direct, easy access to their personal academic information, including view their account balances information, pay for courses, check their financial aid status, and even pay for parking tickets using the secure, online e-commerce solution.
- Allow employees to complete procurement documents online – User-defined business rules grant your employees the ability to use the online requisitions and purchase order solution to complete and track transactions online.

- Conduct e-commerce transactions securely –Colleague Finance e-Commerce solution enables secure, advanced, real-time transactions via the web. Working in alignment with your institution’s Internet security strategy, Colleague Finance e-Commerce solution helps to ensure that unauthorized users cannot intercept or enter information. Security and encryption techniques adhere to your institution’s transaction rules and secure credit card information.
- Manage the bidding and quoting processes online – With online bidding and quoting capabilities, your institution can manage the entire process online – from the aggregation of bid requirements, to publishing a request for quote, to awarding the contract.

Leverage Experienced Professional Services

Ellucian’s Professional Services Team is comprised of business experts and higher education consultants with real-world experience in financial management. In fact, most Ellucian consultants have spent a considerable portion of their careers working at academic institutions just like yours. They offer the knowledge and expertise to successfully implement financial best practices, with a focus on high rates of return from your investment. Institutions that demand timely and cost-effective implementations select Ellucian as their strategic business partner.

Colleague Finance Components

Through Ellucian’s advanced business practices, flexible technology, and Colleague Finance, you can address your business goals – maximize investments, manage institutional debt and campus operations, stay up-to-date on tax, accounting, and regulatory updates, and offer cutting edge services. Each component of Colleague Finance is discussed in the following pages.

- Colleague Finance Self Service
- Colleague Finance Reporting
- Colleague Finance General Ledger
- Colleague Finance Budget Management
- Colleague Finance Purchasing
- Colleague Finance Accounts Payable
- Colleague Finance Fixed Assets
- Colleague Finance Projects Accounting

Colleague Finance Summary

Your entire institution relies on timely, accurate financial information to support your mission-critical business operations — from the registrar determining a student’s current account balance, to a department director checking for available funds before approving a purchase order. In this competitive environment, everyone must do more with less. Francis Marion University must effectively manage valuable resources, initiating ways to control costs and increase revenues. Colleague Finance is the right financial solution to help you with these challenges.

By providing real-time access to accurate financial information, Colleague Finance lets your staff efficiently run the business of your institution, as well as strategically plan for tomorrow. Designed specifically for higher education, Colleague Finance integrates valuable strategic and financial information across your

entire institution. You can make day-to-day business decisions with confidence, because everyone is using a common set of financial data.

Colleague's comprehensive Finance product provides for all of your institution's financial tracking and analysis needs, from purchasing and accounts payable, to general ledger and budget management. In addition, Finance Fixed Assets, and Finance Projects Accounting provide additional features and functions to more effectively manage your investments and assets.

Through the integration of these solutions with the rest of Colleague, you can take advantage of streamlined accounting and administrative functions, increased strategic planning capabilities, improved responsiveness to changing environments, improved cash flow analysis, increased audit controls, and an improved budgeting process. Colleague Finance provides the strategic analysis tools and updates to policies and guidelines that your institution needs to stay competitive and profitable.

Business Intelligence. Provide direct solutions or identify third (3rd) party software solutions which will allow the University to perform detailed data mining for reports and dashboard technologies. Solutions shall include graphic capabilities and ease of use. Provide capability of the proposed solution to utilize existing data prior to the completed total implementation plan (completed two (2) year plan.)

At every level of your institution, professionals depend on accurate and timely data to solve decision support issues. Ellucian reporting solutions incorporate advanced industry-standard technology that enables you to organize, filter, and present data so it may be interpreted and acted upon.

Ellucian's sophisticated reporting and analytics solutions ensure that everyone across the enterprise is using accurate and consistent data to achieve institutional effectiveness, whether running daily operational reports, performing ad hoc queries, or examining performance trends over time.

Ellucian technology makes it possible to organize data from various departmental functions to create an integrated view of your entire academic and business environment – so users may answer virtually any business question on a moment's notice, plan effectively, and be successful. Ellucian also offers solutions that enable clients to utilize reporting tools to immediately leverage data in an operational data store (ODS) target database. This makes it easy to quickly implement industry-standard reporting solutions, and effortlessly conduct Web-based, self-service ad hoc queries using English-like terms.

Using Ellucian's reporting technology, users have the freedom to create any type of operational, management, or strategic report that meets their needs — either through real-time access or by extracting from data marts and data warehouses.

We realize there is no one-size-fits-all solution and as your advisor, we are prepared to guide you to success. To provide a wide range of choices for clients in addressing their different reporting needs, Ellucian offers multiple reporting tools functioning across the Colleague solution. Colleague's ad hoc, operational, and strategic reporting tools with built-in higher education intelligence directly integrates with Colleague. Building on top of the Microsoft SQL Server foundation, accompanied with Colleague Reporting and

Operating Analytics, Francis Marion University would have a cost effective, integrative way to report and analyze data effectively. Ellucian offers a delivered solution for higher education using Business Objects tools integrated and supported by Ellucian.

Choices range from standard Microsoft desktop tools and Business Objects to specific presentation-type reporting tools, such as Synoptix for financial statements. We also provide more sophisticated tools geared toward supporting Process and Institutional Effectiveness. It is also possible to pre-populate a data warehouse with Colleague data mapped to the new file structure, allowing you to answer strategic questions. Data is easier to access and analyze with industry-standard SQL-based tools, including Microsoft Access®, Microsoft Excel®, and Ellucian partner products, such as Business Objects®.

Colleague also includes hundreds of delivered reports. We designed many of these reports to address the needs of state reporting and others are sets of data that were developed by end users who do what you do every day. It is our desire to offer you reporting tools that have been used and tested and as a result, address your day-to-day needs. In the event that these reports cannot address a unique situation, your IT department would be given the tools to develop those reports for you.

For end users we recommend the Colleague Reporting and Analytics solution. It includes the Business Objects reporting tools, an ODS with pre-built connectors into Colleague and dozens of delivered out-of-the-box reports and dashboards. Business Objects' Crystal Reports and Web Intelligence address the vast majority of user's needs. The ad hoc reporting tool has simple drag-and-drop functionality to build, customize, and modify reports and report templates delivered by Ellucian. Colleague Dashboards answer critical questions important to the institution's management team.

Colleague Reporting and Operating Analytics™ is a powerful business information system with higher education intelligence built right into the solution. It includes three primary components:

- DataOrchestrator ODS™ (Operational Data Store)
- Business Objects™
- Colleague Dashboards

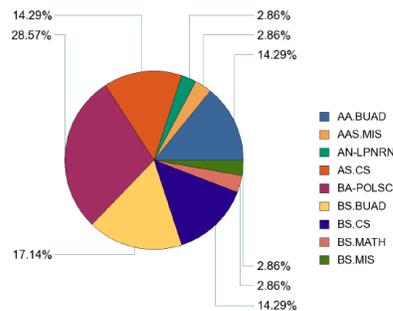
Right out of the box, Colleague Reporting and Operating Analytics gives you performance measurement dashboards that incorporate the Key Performance Indicators (KPIs) used most often by Ellucian's over 800 Colleague clients.

In addition, Ellucian's reporting solution leverages the integrated Colleague database. Colleague data is accessible through a single reporting view, meaning you may have a 360-degree view of business process results.

Enrollment Forecast for 2010/FA

Plan Course Term	Plan Academic Program	Plan Course Name	Student Count
2010/FA	AA.BUAD	BUAD-106	23
2010/FA	AA.BUAD	BUAD-115	23
2010/FA	AA.BUAD	BUAD-230	92
2010/FA	AA.BUAD	ECON-204	92
2010/FA	AA.BUAD	LAW-200	115
2010/FA	AAS.MIS	COMP-154	23
2010/FA	AAS.MIS	COMP-169	23
2010/FA	AAS.MIS	COMP-215	23
2010/FA	AAS.MIS	ECON-004	23

Enrollment Forecast by Program for 2010/FA



Results of Higher Education Insight: Dashboards allow staff, managers, and executives to view and drill down on key performance indicators to help you answer business questions.

Successful Reporting: Successful reporting begins with a detailed picture of the data across the integrated Colleague suite. With point-and-click reporting, you have the information you need to make decisions.

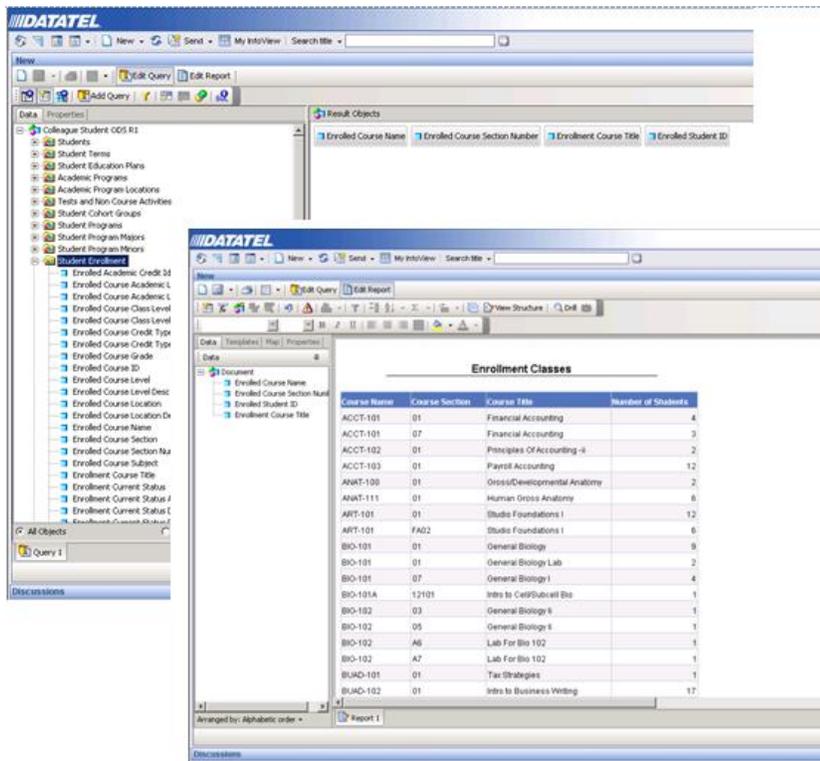
Business Objects Web Intelligence (Webi)

Business Objects Web Intelligence (Webi) is an easy-to-use Graphical User Interface (GUI) that supports drag-and-drop technology. This interface provides an ideal environment for ad hoc reporting and analysis. Because common business terms are used, end users readily understand the data elements. You may graph and arrange reports and data into crosstabs, more commonly known as (Excel) pivot tables. Without relying on the expertise of the IT department, users may incorporate a variety of formatting, calculations, and alert functionality into their reports.

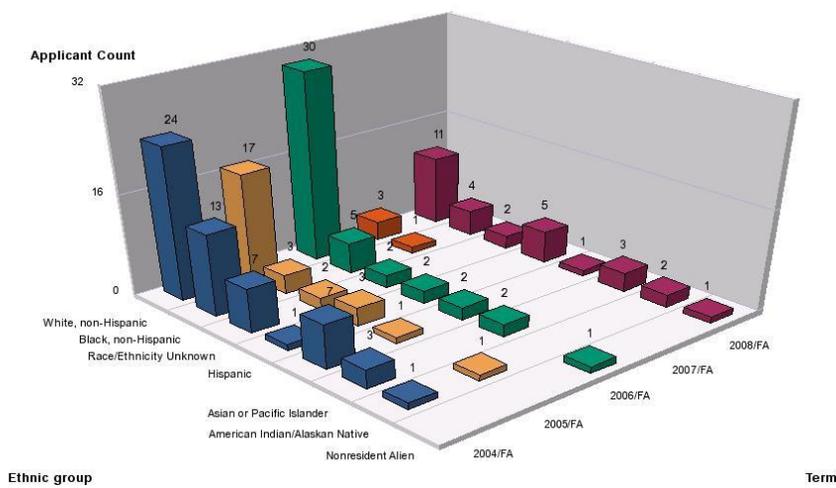
In addition to the intuitive end-user interface, the Colleague Reporting and Operating Analytics solutions is delivered with 55 template reports. These reports may be used "as is" or may be configured to address your specific needs. They are provided as a starting point for building your library of reports and address each functional area with Colleague. Ellucian provides these reports so you may quickly begin to use the solution as you learn about Colleague data. This approach also helps you gain a better understanding of the information being collected in Colleague as you determined what information is essential to your organization.

Here are a few examples of Colleague Reporting and Operating Analytics reports in action:

Drag-and-Drop, Business Terms, No End-User Coding



Powerful Graphing Capabilities with One Click



Comparative Analysis to Validate the Value of Preparatory Courses

Web Intelligence - Preparatory Course Success

Preparatory Course Success

2006/2007	2006/FA		2007/SP	2007/2008	2007/FA		2008/SP
	MATH-107_01	MATH-111_01			MATH-107_01	MATH-111_01	
Richey, Jason	4.000		4.000	Clyde, John	4.000		3.700
Ferguson, Graham	3.700		4.000	Solters, Christina	4.000		3.700
Hughes, Chris	3.700		3.700	McHale, John			3.700
Petersen, Mary			3.700	Olhone, Michael	4.000		3.300
John, Jennifer	4.000		3.300	Foxmoor, Jenny	3.700		3.300
Lakritz, Alison	3.300		3.700	Harrington, Erin	3.000		3.700
Lambert, Colin	3.700		3.300	Othagonont, Pranom	3.000		3.700
Mallon, Jim	3.000		3.700	McHugh, Ginna	3.300		3.300
Mountain, Steven	3.300		3.300	Ralph, Jim	3.000		3.300
Collins, James	2.700		3.700	Tucker, Julian			3.000
Smith, Charlotte	3.300		3.000	Johnson, Michaela	2.700		3.000
Lewin, Harry			2.700	North, Patrick			2.700
Northern, Alleen			2.700	Ulven, Chad			2.300
McCarthy, John			2.000	Mountain, Maura			2.000
Average:	3.470		3.343	Average:	3.411		3.193

Tables | 2006_2007 | 2007_2008

Boardroom Quality Formatting for Printing

Co-Curricular Transcript

Stevenson University

Co-Curricular Transcript for Erin Quigley

The Co-Curricular Transcript is an official Stevenson University document authorized by the Division of Student Services. This transcript validates interest in activities and honors received below while enrolled at Stevenson University.

Student Name	Quigley, Erin
Student ID	0005142
Street Address	7889 Sly Fox Lane
City	Framingham
State	MA
Zip Code	01701
Phone	
Email	erin_quigley@demo.com
Academic Major	
Academic Minor	



Start Date	End Date	Activity / Recognition	Most Recent Position
2006-05-15		Honor Society	Member
2006-07-28	2008-07-25	Athletic Committee	Member
2007-07-25		Student Ambassadors	Member
2007-11-26		Volleyball	Captain
2008-01-01	2008-05-16	Student Senate	President

Colleague Dashboards

Executives and other senior managers do not have time to wade through pages and pages of data to find the information they need. Colleague Dashboards make it possible for institutional leaders to track key

performance indicators (KPIs), to allow that tasks stay on track, and to make adjustments as soon as they are needed.

Strategic reporting involves a combination of several different reporting methodologies. By using dashboards that monitor the progress and measurement of specific initiatives, detailed operational and analytical reporting is rolled up into summary KPIs and metrics.

Plan More Effectively

Having instant insight into the progress of KPIs, managers are better equipped to set goals and align their plans with the resources they need.

Monitor the Progress of Business Initiatives

Understanding what to measure and track as a goal allows fulfillment of your strategies and allows you to make adjustments to plans along the way.

Achieve Focus for Management Activities

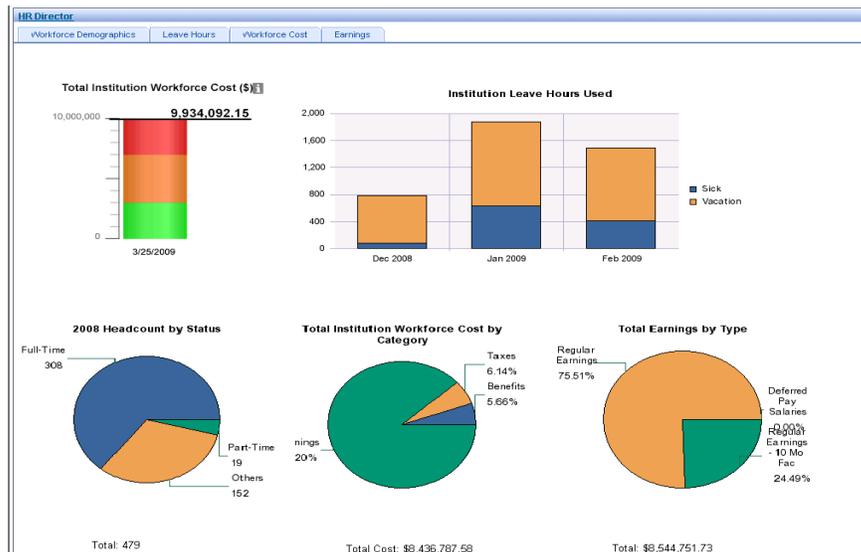
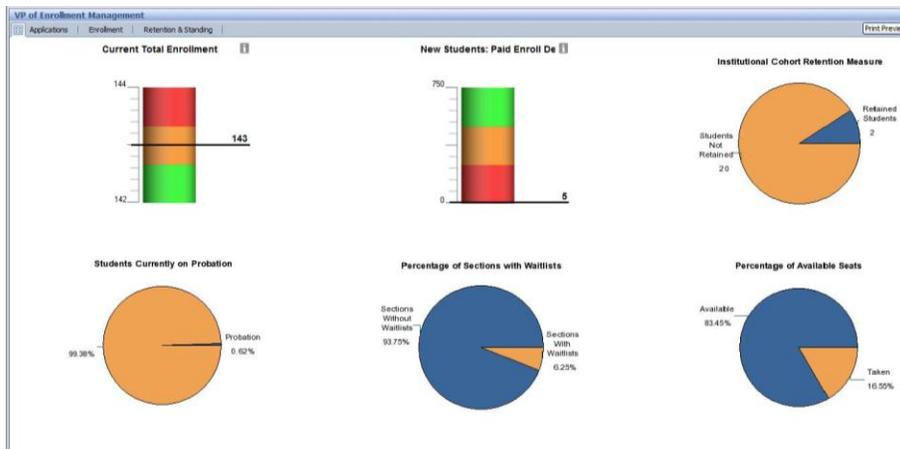
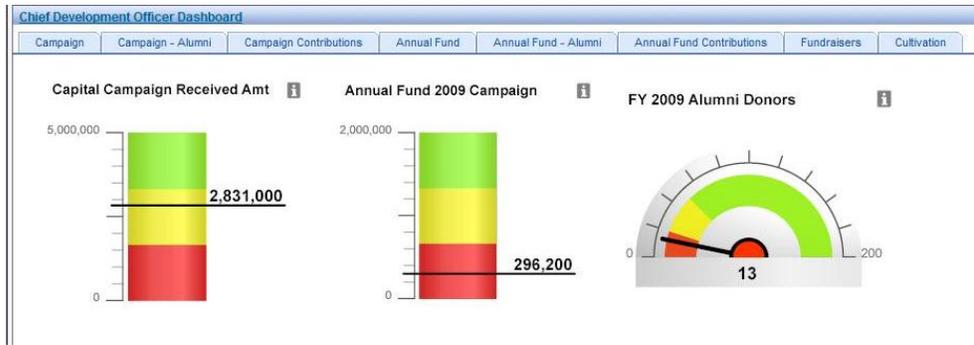
Recognizing and prioritizing activities that must be accomplished immediately versus those that may be addressed later, and having the ability to drill down into specific data, allows you to explore an issue or help answer questions at hand.

Measure Performance that Can Be Acted Upon

Matching results to specific strategic plans and initiatives and measuring your results gives you relevant actionable information.

Information Important to You at Your Fingertips





The Colleague Reporting and Operating Analytics solution package is a robust offering that includes the following components:

- Business Objects Enterprise Premium;

- Data Store (ODS);
- 55 template Business Objects Webi reports;
- Data marts for each application area as appropriate; and
- Colleague Dashboards for each licensed application.

Using the Colleague Reporting Solution, you transform data from the transactional Colleague database into an easier-to-understand data structure specifically designed for reporting. This allows less technical users to run reports effortlessly. Our advanced reporting solutions would help your institution perform day-to-day business operations more efficiently.

Data Warehousing and Reporting. Provide data warehousing and reporting capabilities to include the establishment, interface and migration of transaction data to a contractor supported data warehouse. Proposed system should include the steps to schedule and maintain data warehouse processes that result in easily accessible data; report writing capabilities that range from daily transaction reporting as well as complex multi-level and multi-dimensional querying and reporting, covering a wide range of export and report capabilities utilizing a flexible, intuitive report builder. Should the University determine a need for business intelligence solution in the beginning of the overall implementation, your solution should include an explanation as to how quickly such a request can be met.

Providing useful business intelligence is a critical function of Colleague. Our business intelligence offerings include data marts and tools to build data marts standalone or as part of a complete data warehouse environment. Additionally, you may implement sophisticated data warehouse solutions using a variety of partner products or you may use our tools to add to and manage your existing data warehouses.

We are proposing Ellucian's DataOrchestrator™ ODS (Operational Data Store). Utilizing our ODS technology, users may leverage years of transaction data from their Ellucian Colleague® enterprise resource planning (ERP) systems to perform easily detailed analysis of key performance indicators and other critical factors. DataOrchestrator ODS provides a subset of predefined, commonly used tables and data elements from Colleague in structures designed for answering common business questions, making it much easier for even non-technical users to understand data and write reports.

Ellucian offers pre-built data marts and tools that build data marts directly from the Colleague transactional database. We designed these data marts and tools as a means to create quickly focused data stores to answer specific business questions for specific users or audiences. You create and load data marts using a menu driven method for defining elements and loading the data. These data marts may be stored in the same database environment as the transactional data, but they may also reside on a separate server, if desired, for performance reasons.

Based on your needs and budgets, you may also choose to deploy data marts as part of a complete enterprise data warehouse solution. An optional data warehouse structure provides the ideal way to organize and aggregate data, in a manner that supports the answering of business questions, as opposed to the processing of transactions.

Colleague's Performance Analytics is a data warehouse and analytics solution powered by Blackboard Solutions. With Colleague Performance Analytics, you may conduct intuitive self-service longitudinal reporting and analysis of institutional information through a secure application. (Note: this is optional and not included in this proposal response).

Document Imaging. Document imaging is an integral part of workflow at the University and is used by a wide variety of constituents across campus. Provide a proposed system that will support a large database of stored images that are seamlessly accessed via application programming interface(s) from the application software. Intuitive ease of operation is of major importance. The proposed system should accommodate both Mac and PC users.

Colleague offers an integrated electronic document management system for higher education through our partnership with Perceptive Software, Inc., a Lexmark Company. Perceptive Software creates enterprise content management (ECM) software products that integrate with your business applications to fuel operational efficiency. This interface is available directly from Perceptive and they provide support for the interface.

With Perceptive Software technology, including Intelligent Capture document management, document imaging and workflow, you may capture, process and collaborate on important documents and content, protect data integrity throughout its lifecycle and access precise content in the context of your everyday business processes.

Intelligent Capture gives you single-click access to any unstructured data in your organization— electronic documents, scanned images, e-mails, faxes, and more - directly from your ERP software. You have the ability to use Intelligent Capture to capture documents, link them to and retrieve them from your business software, distribute them via print, e-mail, or fax, and automate your review and approval processes via Intelligent Capture Workflow.

Student Information System. Provide an integrated system, within the framework of Student Life here at the University. This solution shall include screen and element access according to various criteria, including, but not limited to, user's need for functionality, and/or user group, and/or user type, and/or user's position in a hierarchy. Allow a user to perform a combination of functions, e.g. a member of the Academic Board who needs information related to class absences for decision making might also be an instructor who needs to post absences. Allow a user's combination of functions to change from semester to semester, e.g. the Academic Board member might remain on the Board from semester to semester, but he might not teach class every semester. The proposed solutions shall record and process disciplinary and other matters pertaining to student and academic life while enforce student accountability, and integrating fully with all other components of your solution.

The Colleague suite of solutions provide an integrated framework that enables the University to configure access to screens and elements based on your institution's security criteria. Security access is determined by a user's need for functionality, and/or user group, and/or user type, and/or user's position in a hierarchy.

Ellucian recommends that security classes be established as the foundation for the system's security. Security classes define the list of authorized and restricted processes identified with a specific role. A security class is usually established for each position or set of responsibilities in an office. They are defined separately and then assigned to users. Any security class may be assigned to more than one operator or device. Within the application, Colleague Studio security classes may be established and assigned to users who require a user-specific password to be entered after a specified amount of time (set by the security class) has elapsed, before the user could proceed in the application.

The Resource Database is also part of the Colleague base product. The Resource Data base is used to define the resources (people) who are associated with one or more roles within the institution. These roles can be used to indicate approval authority associated with institutional workflows defined within the Colleague Workflow Management system. The Resource database consists of institutional information that can automatically be defined based on existing Colleague databases using one or more batch processes. Additionally, roles can be manually assigned or managed based on unique institutional requirements.

These security definitions will allow a user to perform a combination of functions, while still allowing a user's combination of functions to change from semester to semester, without having to reconfigure the security classes each semester.

A detailed description of the security options is described below.

Colleague Application Software Security

Colleague's security is highly granular, providing a number of levels from which it is enforced. Each level is progressively restrictive down to record level security, which requires special password access to view or maintain an individual record.

Application-level: The first level is defined as application-level security. Each user ID must be established at the application level before access is allowed. In addition to the operating system security and password-controlled access to programs and files, the application through Colleague Studio may have its own password security with expiration dates. This password is optional and may be set up by the institution if required. Upon initiation of an application, the user is prompted for a password to determine access authority. The password typed at this juncture is invisible when entered on the form to prevent another person from seeing it.

Menu-level: The next level is menu-level security. Departmental staff may be authorized to use all items in a menu or only a few. As described above in application-level security, each person using Colleague may be assigned a unique ID and password, but in addition, the System Administrator (through Colleague Studio) may associate the user ID with specific menu items. The user will see only the menu selections that are authorized for that user. The user may access only the authorized menu items. This allows individualized menu tailoring.

The menu or process (program) level security is established through security classes. Security classes define the list of authorized and restricted processes identified with a specific role. A security class is usually established for each position or set of responsibilities in an office. They are defined separately and then

assigned to users. Any security class may be assigned to more than one operator or device. Within the application, Colleague Studio security classes may be established and assigned to users who require a user-specific password to be entered after a specified amount of time (set by the security class) has elapsed, before the user could proceed in the application.

Inquiry-only: Another level of security may be found in the design of maintenance menu items versus inquiry-only items. Maintenance menu items allow the user to enter new data, delete data and modify existing data. Inquiry-only menu items are available to users who need to view the data but are not authorized to change it.

Attribute-level: Within the maintenance menu items, another level of Colleague application-controlled security exists. This level allows individual data elements to be classified as maintainable or for inquiry and display purposes only.

Special Processing: To further enhance the security of Colleague, special purpose controls exist where needed. For example, additional security exists in the Payroll module to prevent unauthorized additions or changes to an employee's period-to-date history information for gross earnings, withholdings and deductions. A password must be established with special procedures to access historical payroll information.

Furthermore, adjustments to the flow and control of data may be made by creating institutionally defined screens and menus to meet special requirements. These techniques are addressed in the Colleague System Administrator training class.

Record-level: With Colleague Studio, application security is further enhanced through row- (record) and column- (attribute) level security. Column-level security within Colleague Studio-based software may be defined for a security class as "denied" (data is not visible to the user), "inquiry only" (data is visible but cannot be changed), or "modify only" (data may be changed but not deleted). Row-level security is provided for Colleague Studio-based applications and may be established by attribute value. Access to the record is either granted (all) or denied (nothing). Also, maintenance forms may be identified through security classes for "inquiry only."

Security Groups: In addition, users can be assigned to groups. The campus has the ability to define security profiles and to assign these to a group or to individuals. The system takes the most restrictive view when security classes are combined.

Student Disciplinary Tracking

The Colleague Student solution provides the ability to record and process disciplinary and other matters pertaining to student and academic life while enforce student accountability, and integrates fully with all other components of the solution.

Colleague Student when used in conjunction with Colleague Communications Management and the contact and scheduling components of Colleague's Core functionality allows the institution to record, track and monitor all judiciary matters.

Workflow. Provide for the automation of business processes through the use of a workflow engine, workflow modeling and workflow definition tool that will allow the University to automate many multi-step processes. Also provide the mechanism utilized for authentication, security, access, and routing of information, documents, and approvals using workflow.

Every day you face a string of routine tasks, such as application processing, student registration, or end of the day processing for accounts receivable. Each task can involve a considerable amount of time and paperwork. With the use of Colleague Workflow Management Solution (WfMS), you can accomplish those tasks more effectively. Student services departments, for example, can streamline the end of term processing with fewer manual approvals, and reduce completion time.

You have the ability to automate end-to-end business processes utilizing the Colleague WfMS. Examples of workflows to consider include:

- Admissions Application Entry;
- End of day processing for Accounts Receivable;
- End of term processing; and
- Graduation processing.

Colleague WfMS is an—industry-leading solution for building more efficient working departments. It is designed to meet your institution’s needs and is based on industry standards for ease of use and flexibility. Ellucian’s Professional Services Team offers workflow planning, training, and consulting to deliver a comprehensive Workflow Management Solution.

Ellucian has a library of pre-defined workflows for a number of common business processes available for license. These pre-defined workflows are further tailored during implementation to fit each institution’s business needs. Custom workflows can also be designed to accomplish specific tasks based upon the unique business processes, which exist at your institution. Ellucian’s Professional Services Team has experienced consultants available to assist with this process.

Peak Time Solutions (post-implementation)

As is typical on college campuses, the University experiences high demand during certain times of the year – in particular registration for the fall and spring semesters. Outline solutions for acceptable performance during seasonal peak times.

Ellucian is proposing an on-premises deployment of the Colleague solution. We would be happy to discuss other deployment options in detail at a later date.

Ellucian closely monitors system performance as each new hardware platform has been benchmarked by Ellucian using Colleague software, a representative database, and workstations running a typical mix of higher education functions. The proposed system that Ellucian recommends will support the number of concurrent users to meet your institution’s needs. Based on our knowledge level of your setup we would be happy to engage in additional discussions to ensure acceptable transaction processing performance.

Colleague has been designed to minimize network bandwidth requirements. Through the use of caching and intelligent data exchange, Colleague exhibits network utilizations that are less than legacy character applications. A conversation with an existing client running a similar network may be the best way of benchmarking your environment. Ellucian would be happy to connect you with a similar site for comparison.

Ellucian has designed a number of features into Colleague, which ensure excellent performance across the entire product suite on all platforms:

- **Compiled Code** – All code is compiled, not interpreted, so performance is optimized
- **Database Design** – Efficient table designs minimize redundant data
- **Indexes** – Extensive indexes are used throughout Colleague. These may be tailored to meet unique user requirements.
- **Thin Client Interfaces** – Ensures that network traffic requirements are limited
- **Parameters** – Many system parameters may be easily adjusted to optimize performance

Ellucian is confident that excellent performance will be achieved if the recommended configuration guidelines are followed, but cannot guarantee the specified requirements. Factors such as the network's performance will have a major impact on overall response time but cannot be predicted with the current information. Again, this investment will be protected because the proposed system should be large enough to support substantial growth capacity.

Apache JMeter may be used to test performance both on static and dynamic resources (files, Servlets, Perl scripts, Java Objects, Data Bases and Queries, FTP Servers and more). It can be used to simulate a heavy load on a server, network or object to test its strength or to analyze overall performance under different load types. You can use it to make a graphical analysis of performance or to test your server/script/object behavior under heavy concurrent load. Ellucian currently provides JMeter testing scripts to assist our clients.

Campus Technology Resources: Provide the following information as it relates to Campus Technology. These areas are considered essential to the overall success of the entire ERP solution.

Portal. Provide an integrated and scalable portal solution that enables prospects, students, faculty, staff, parents, and alumni to access a variety of transactions, information resources, online tools and services in a secure, consistent and customizable manner. Examples of such transactions, resources and services include admissions, registration, fee payment, transcript requests, academic history queries, student program evaluations, grade entry and changes, change of demographic information including mailing address, viewing of financial aid awards, timekeeping management, viewing of class rosters, accessing e-mail, course management software, and other information. In addition to self-service functionality, the portal shall also serve as an online source of personalized communication from the University as well as provide community building tools that can help build relationships among campus constituencies.

Ellucian Portal

With Ellucian Portal, it's easy to brand your portal to match your institution's identity. You can also build unique sites for departments and teams so users can find, talk to, and work with each other. Native integration with Colleague® by Ellucian means data connections and accessibility are already complete.

That leaves more time and flexibility for your IT staff to customize the user experience according to your institutional needs and priorities.

The Ellucian Portal can help you:

- Encourage communication between groups with a centralized gateway to campus networks
- Eliminate the headache of multiple logins with personalized, role-based, single sign-on access
- Provide real-time access to critical information by integrating solutions and data
- Design dashboards to analyze usage, view key indicators, and create a consistent user experience

Clients receive many benefits from implementing the Ellucian Portal. Below are a few of the most important.

Provide easy access to important information

With Ellucian Portal, users no longer have to log in and toggle between departments' and instructors' websites and systems. One login provides real-time access to all the content and services relevant to each person's role. So faculty can load grades and students can check them seconds later. You can also create data dashboards to view key indicators, from incoming freshmen engagement to department portal adoption—information that helps you make smarter decisions, faster.

The Ellucian Portal provides a gateway to all resources a user might need, free from the hurdles traditionally associated with multi-layered and diverse campus environments. Users have fingertip access to critical data, whenever they need it — so they can take advantage of convenient self-service opportunities, or provide greater support to others.

Relieve the IT burden

Because Ellucian Portal is based on Microsoft SharePoint technologies, it's never been easier to for your faculty and staff to organize information, build new experiences, and find support. Easy-to-use tools help them build sites, manage documents, and produce announcements without leaning on your IT organization.

Enterprise-wide Collaboration

The Ellucian Portal makes it easy for students, faculty, and everyone else on campus to interact and collaborate more effectively. Administrative offices on separate campuses can operate cohesively, students can establish ad hoc groups, and faculty members can collaborate with administrative staff, colleagues, and peers. Groups succeed together as tight communities with a common purpose.

Improved Communications

The Ellucian Portal enables institutions to disseminate appropriate information to the right audiences across campus, so students, faculty, and staff are constantly provided with the information they need to succeed.

By streamlining the flow of relevant information, people have more time to focus on the things that are most important to them, so they enjoy their jobs more, and they become more productive.

Deliver relevant, targeted communications

Whether you want to let a student know that a hold has been placed on their account, inform faculty when grades are due, or share details about upcoming events with the entire campus community, Ellucian Portal lets you send automated messages tailored to your audience. And, you can make sure they'll get them by choosing the format they prefer: email, text, or mail.

Social Networking and Relationship Building

By bridging the gap between diverse and distributed groups, the Ellucian Portal makes it possible for constituents to work together better than ever before, forming beneficial relationships that last a lifetime.

Easy Access to Information Customization

The Ellucian Portal incorporates personas for dozens of roles across the institutional environment, each delivering a customized point of entry designed to enhance the user's experience. By drawing on information housed in a common database, the Ellucian Portal enables users to do whatever their role requires, whether that's posting course assignments and mid-term test results or checking account balances and grade status. That makes it easier to identify at-risk students and provide them with the services and resources they need to succeed.

Institutional Branding

Ellucian's next generation portal provides a powerful tool for branding each institution. The Ellucian Portal is fully customizable, so every college can showcase its identity at every departmental level. The Portal provides the ability to create a unique online identity, while reinforcing a culture consistent with the client's overall values and mission.

Seamless Integration

The Ellucian Portal provides extremely tight integration to every function within Colleague, as well as single sign-on access to third-party applications and reporting tools. There is no need to launch individual programs, or search for the location of specific data. Instead of spending time jumping between multiple systems, databases, and screens, users spend more time collaborating and making better use of their time and resources — meaning fewer unproductive meetings, fewer confusing e-mails, and lower administrative expenses.

Proposed Project Management Strategy-Methodology

The State has adopted a project management methodology based on principles set by the Project Management Institute (PMI). It is strongly believed that a competency in sound project management principles is critical to the success of any project awarded by the State. Therefore the successful Contractor shall demonstrate a competency in this area, including project management methodology, supporting tools, and qualified project managers. This may include preparing status

reports, attending status meetings, and provide meeting summaries. Meeting summaries must be provided within three (3) days following each meeting. Contractors shall reference the project management guidelines found at:

<http://www.cio.sc.gov/cioContent.asp?pageID=281&menuID=369#methodology>.

Project Management

Ellucian's four project management segments—initiation, planning, execution, and transition/close—represent how we accomplish the objectives of the implementation and are aligned with the Project Management Institute's best practices. Ellucian leads activities in each phase using templates tailored to Francis Marion University for this specific project.



Phase 1: Initiation

In this foundational phase Ellucian and Francis Marion University project team work closely to:

- Complete the contracting process
- Transition from sales to delivery. A formal process moves project ownership from the sales team to the services team while providing critical background information
- Initiate the project. Create a checklist to complete project initiation tasks
- Hold project initiation meeting. This introduces Ellucian and Francis Marion University team members, and allows discussion of objectives
- Develop initial project plan. This starts with a review of critical dates
- Build repository. Ellucian provides the central location for all project deliverables
- Finalize scope. This covers a thorough review with appropriate documentation
- Conduct planning session. This outlines the project to the team
- Obtain stakeholder signoff. This ensures completion of all initiation processes

Phase 2: Planning

This critical phase covers creating the framework for managing the project, defining the team structure, and spelling out communications standards—all of which gets documented as part of the project management plan. Some key activities are:

- Develop project management plan. Collaboratively created, this plan outlines organizational structure and the method for assessing and monitoring project's status
- Develop financial baseline to report budget status and to use in the Ellucian toolset
- Identify and document initial risks and mitigation plans
- Distribute initial planning information in the project document repository

Phase 3: Execution

This pivotal phase encompasses the service delivery stages of configuration, testing, and the initial aspects of deployment as they relate to alignment with budget and timeline expectations. Key activities include:

- Direct and manage execution of deliverables around solution implementation
- Manage quality assurance with thorough testing and user sign-off
- Manage procurements so that additions, including third-party products, are incorporated into timeline and plan
- Conduct regular meetings to discuss project status and issues that require escalation when necessary, as well as to identify and mitigate risks. Ellucian and Francis Marion University project team provide reports, periodic executive status reports, and budget reconciliation reports

Phase 4: Transition and Close

In preparation of project closure and the transfer of ownership to the users, the Ellucian and Francis Marion University project team review deliverables, and solidify and begin the transition plan. Specific activities are:

- Transition to production support with a plan that specifics key steps from implementation mode to production mode
- Verify delivery to contract with thorough review of scope, sign off on project completion
- Confirm administrative project closure via a closeout checklist
- Perform financial project closure with a comprehensive financial review
- Document project success through a collaborative project review
- Conduct a survey with Francis Marion University's team regarding project scope and how well the solution meets business requirements at the time of deployment

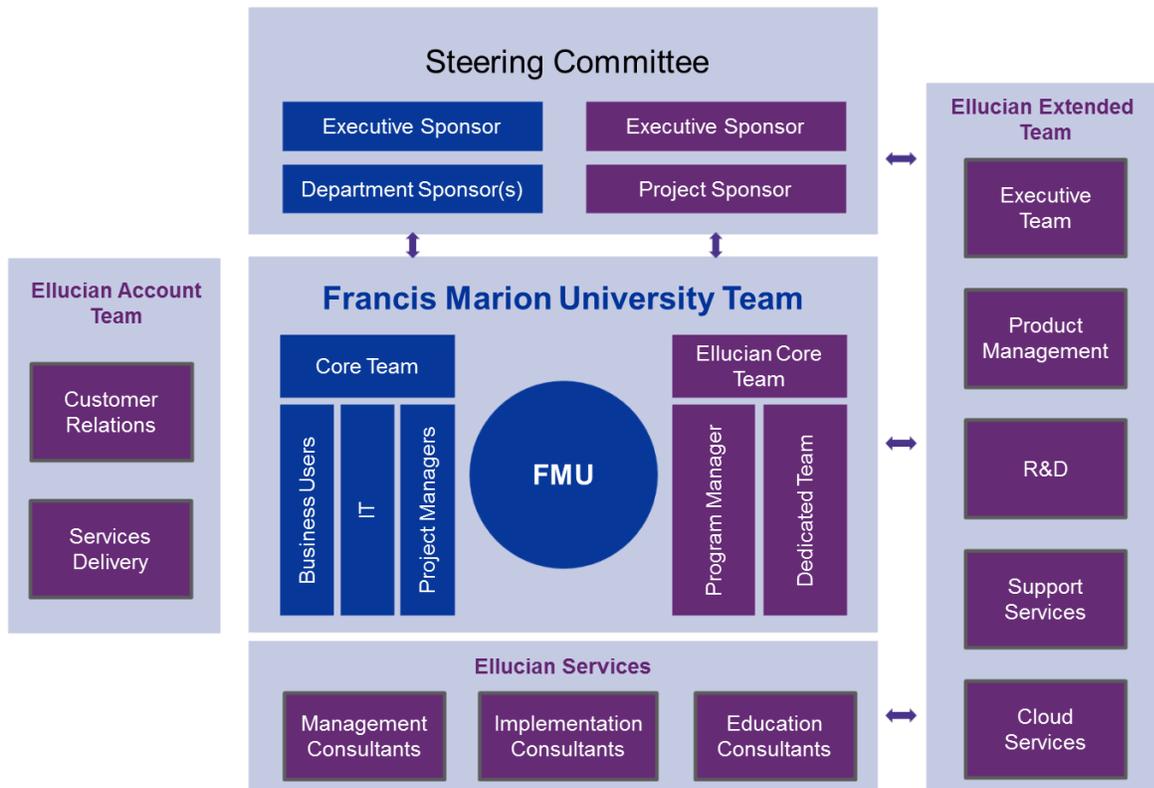
Project Governance

From our experience we know the importance of having a structure, as well as monitor and control procedures as the two pillars of a governance strategy. Our governance focuses on monitoring and control of the project from a macro level to ensure that we are achieving the project milestones and continuously following project management standards. We also survey team members after each phase to identify issues so that corrective actions can be determined.

Governance Structure

To reach the objective of a sound implementation, we organize participants in a way that maximizes their contribution and minimizes risk. To achieve this, Ellucian and Francis Marion University define and document a comprehensive governance structure based on our recommended model that takes into account how participants interact via processes. The diagram below shows a sample structure that can be

adjusted based on Francis Marion University's expectations for the project, project team structure, and other factors:



Governance Roles and Responsibilities

Comprehensive management of an implementation of this nature entails significant talent and resources. But we also know that business must continue with minimal disruption. That's why we provide a consistent team and management model that sees the project through, from inception to delivery, focused together on working toward your vision and keeping your project on track. We propose these roles:

- **Executive Sponsor.** Monitors the progress of the project, conducts quarterly review meetings, and helps resolve major issues
- **Regional Delivery Director.** Oversees all projects within his/her span of control and conducts periodic project reviews
- **Project Manager.** Provides the skills to manage the implementation team and consultant assignments, ensuring that the right people are doing the right jobs at the right time. This expert makes certain that results are aligned expectations at every stage
- **Project Core Team.** Combines the necessary skills that enables each of the major solution components to work collectively, and shares information across business areas so decisions are made with a holistic view of the future state solution

Governance Monitor and Control Procedures

Ellucian Professional Services overlays the governance structure, roles, and responsibilities to the project management plan so there is complete transparency regarding who will do what and when. Procedures accompany each interaction during and in between phases of solution delivery, and incorporate all the necessary approvals and escalations along the way. Most important is that the governance procedures, developed in conjunction with you, have controls that alert the appropriate individuals if problems arise or if schedule targets are missed. Having this risk management capability at the highest levels of the project provides Francis Marion University assurance that there is a system of checks and balances, and that the team is meeting expectations.

Ellucian Professional Services has controls and processes in place for the following:

- Quality control
 - Project reviews (project health and status meetings)
 - Quality reviews (Ellucian methodology)
 - Delivery milestones
 - Regular implementation surveys
- Change management
 - Process approval with change control board
- Communications
 - Project stakeholder meetings and dashboards
 - Manage escalations
 - Implementation surveys

- Financial management
 - Establish parameters and variances
 - Risk management and response planning
- Managing ongoing project effectiveness
 - Client care sites
 - Project Dashboards
 - Lessons learned

Conclusion

Our methodology, based on the Project Management Institute's principles and specifically adapted for Ellucian, provides the collaborative implementation model desired by the Francis Marion University. Its combination of project management, solution delivery, and governance, paired with the superiority of Ellucian solutions, represents the path forward for higher education institutions needing the most effective way to manage their administrative functions.

As part of Ellucian, our Professional Services team draws upon the decades-long history of providing solutions exclusive to higher education, a tenure during which 2,400 colleges and universities in 40 countries have become customers. The company has a 98 percent customer retention rate, and has deployments at 90 percent of the top 30 best regional Universities, 70 percent of the top 30 national universities, and 61 percent of community colleges. Moreover, customers tend to become active supporters: 1,200+ individuals from customer institutions participate in advisory boards/development partnerships, more than 8,000 attend the annual user conference, and nearly 50,000 are active in our online communities.

TRAVEL EXPENSES As provided in this paragraph, the state will reimburse contractor for travel expenses contractor actually incurs. Travel expenses include only lodging, food, and transportation expenses reasonably incurred and necessary for performance of this contract. Reimbursement is contingent upon submittal of paid receipts on a monthly basis. Contractor will endeavor to minimize travel expenses and to use the most economical mode of transportation. Travel expenses exceeding \$5,000 in one (1) month must be pre-approved by the state. Reimbursements are allowed only in accordance with the travel regulations established for State employees. (See www.cg.state.sc.us/info/disbregs.travel.htm.) Meal costs may not exceed \$25 per day in S.C. and \$35 per day outside S.C.

Understood. Please see our Cost Proposal for notes related to Travel and Living expenses.

PHASE I - IMPLEMENTATION PLAN

The first (1st) phase of this entire project will be the implementation plan. The successful contractor will be required to provide the University a detailed implementation plan to include

all accepted segments, milestone, deliverables and firm fixed pricing reflecting all aspect of this contract.

Ellucian will develop a project plan in Microsoft Project specifically for Francis Marion University, as a part of the Initiation and Planning phase, in line with the sample template project plan that is provided in Section 2.1, Exhibit A. In addition to the tasks as outlined in the sample template project plan, the plan provides the tasks, duration, dependencies and resource assignments columns that would be completed based on the clients' specifications. The Project Team members – from both Ellucian and Francis Marion University – meet to set expectations, define requirements, and agree on an initial project plan.

The work performed in this phase serves as the foundation for continual alignment and measurement of progress toward common business objectives for the implementation of Colleague Finance, Human Resources, Student and Portal. During the Initiation and Planning phase, you can expect to help create the Resource Schedules and Initial Project Plan, as well as the critical Project Charter and Project Scope Statement that make up the Implementation Strategy Document.

Implementation Services

The successful contractor will provide full project management and implementation services for all modules procured and their integration into existing software applications. In the event the contractor chooses to subcontract with a third (3rd) party service provider for any part of the implementation, the specific nature of these services shall be identified, to include reasons for the exception. If this third (3rd) party involvement should occur, the primary contractor will be accountable for the quality and timeliness of the services rendered by that third (3rd) party provider.

Our Approach

We know the stakes are high. There is a mission-critical need to get a software solution in place quickly and without difficulty. Many in your university community will depend on it.

The entire Professional Services team at Ellucian is ready to support Francis Marion University and make sure choosing us is one of your best decisions.

We say this with confidence because we have implemented thousands of software solutions at all types of institutions. Our sole focus on higher education has given us a unique perspective that leads us to ask the right questions, take into account the necessary trends, use our inherent knowledge that no one else has about Ellucian products, and provide the continuum of service that Francis Marion University needs. With our collaborative approach you will join other customers who have gained a deeper understanding of the solutions, associated processes, and how to derive more benefit from them. Equally as important is how teams embrace the initiative because they know it will lead to higher levels of efficiency and ultimately transform how they work.

These conclusions become more evident as you consider the following pillars that support our methodology:

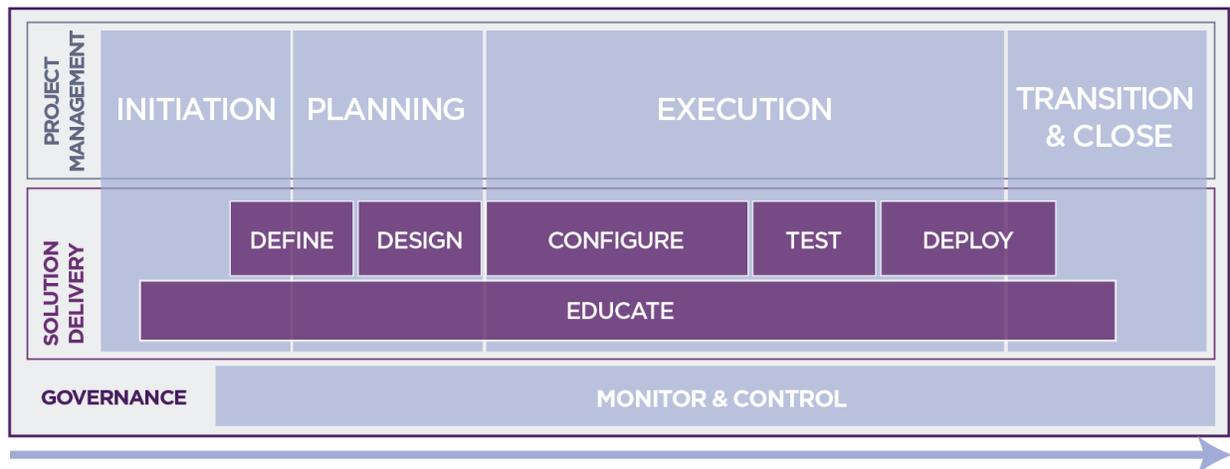
- **Teaming.** A dedicated team of Ellucian and Francis Marion University employees ensures that all necessary resources are on hand for a successful implementation. The team includes core project members such as consultants, analysts, and technical specialists, along with customer stakeholders, product managers, R&D staff, support personnel, and any Ellucian customers considered peers to Francis Marion University
- **Engagement.** A successful implementation astutely taps into the collaborative nature of the team so that costs are optimized, risks are reduced, and results are achieved. It makes teams accountable for progressive outcomes such as clearly defined business processes with Francis Marion University or leveraging out-of-the-box capabilities of the software
- **Focus on learning and adoption.** Ellucian incorporates knowledge transfer at every stage of the implementation process so that Francis Marion University end users are proficient with the system, and that administrators understand it and can use it to support the ongoing needs of the institution
- **Structure.** Issue escalation and resolution, and fast decision making are critical factors when it comes to risk mitigation and overall delivery. We incorporate these and other elements in a clearly articulated and structured governance process that supports an on-time, on-budget project

The Ellucian Methodology

Ellucian's implementation methodology stems from more than 45 years of delivering software solutions. In fact, Ellucian Professional Services has delivered the most ERP software implementations in higher education—there were 428 go-lives across 292 customers in 2014 alone. We've achieved this reputation as the top provider because our methodology encompasses the necessary planning, execution, and follow-up. And top-of-mind for us is accomplishing the implementation at a predictable cost and with minimal disruption to faculty, staff, and students.

The methodology supports our primary philosophy of placing the focus on you, meeting your expectations, and guiding you toward a future where you succeed due to the right mix of technology, staff, and resources. Below we describe the three main elements of our methodology, how we integrate project management, solution delivery and governance throughout your project.

Implementation Methodology Phases



Project Management

For the Ellucian Project Management methodology, please refer to Proposed Project Management Strategy-Methodology above.

Solution Delivery Services

Stage One: Define

We place a high value on productive relationships with our customers, so we kickoff this stage by learning more about your institutional requirements and overall goals. We obtain understanding of them through our own assessment and by engaging you in discussion of configuration considerations and their associated tradeoffs.

Using this deeper grasp of your needs, we proceed with gathering input on your processes and how they fulfill those needs. Together we use modeling techniques to assess current processes and outline what-if scenarios. By the end of this stage we have a complete picture of your ideal future state, a list of associated gaps and opportunities, and a roadmap that aligns technology with that ideal state.

Services included in Stage One are:

- **Integration architecture.** Using sample technology environments, we assess your integration requirements, make recommendations, and define the integration roadmap. This includes the prioritized integrations, as well as a tactical plan for critical path, system-level integrations.
- **Implementation readiness.** Ellucian will establish the strategic roadmap for the implementation based on our findings during the previous activities. We document the strategic implications of this roadmap and weave the findings into the project plans.
- **Kickoff.** Starting with a presentation of the strategic vision, project objectives, and solution overview, Ellucian guides Francis Marion University through a detailed review of the implementation guides and agendas using Decision Workbooks. This includes discussing the implementation in as much detail as necessary, and confirming expectations.

- **Knowledge transfer.** Ellucian’s project team will provide the initial levels of knowledge transfer to the Francis Marion University’s project teams, focused on a high-level understanding of the functionality of the Colleague solutions.

Stage Two: Design

Building on the work in the Define Stage, here the project team shares the vision, goals, and objectives to the functional business areas and incorporates them into the design of the Ellucian solutions. This keeps everyone aware of these high-level ideas so they become more ingrained. The project also engages the working groups, validates policies and procedures, and designs values, rules and parameters using the future state models. The team works with the technical resources on interface and integration specifications, and begins developing solutions to any gaps. We provide context so you see current system limitations and consider the how automation, streamlining, optimized processes, and reduced redundancies can help. (charts from: <http://www.informl.com/where-did-the-80-come-from>)

During this stage, the following will occur:

- **Data migration planning.** We identify activities, document resource responsibilities, and outline completion dates and activity duration. A GUI tool simplifies mapping and migration of legacy data via scripts. These create temporary tables, load the raw legacy data, translate the legacy values into valid values, and load translated data
- **Knowledge transfer.** Knowledge transfer in this phase focuses on building understanding of the technical infrastructure and how it fits with the solution

Knowledge Transfer

Success depends on your team obtaining the capabilities they need, and we empower them with training so that this implementation becomes a signature achievement. That’s why our learning philosophy is highly participatory, focused on executing your processes efficiently, and emphasizing continuous learning.

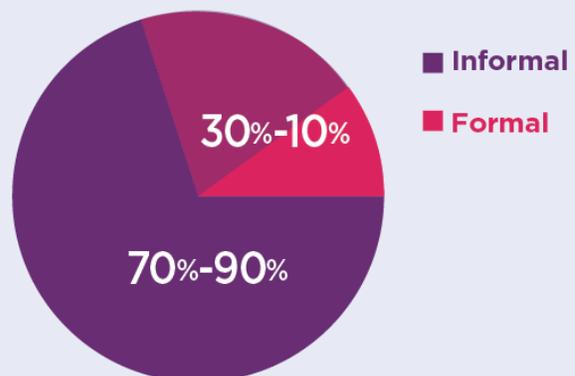
Most training is informal and woven throughout the Solution Delivery phases, which aligns with research showing that majority of learning occurs through mentoring, coaching or self-study. This improves knowledge retention because information usually gets delivered by the same resource, is tailored based on role and need, and is absorbed in small segments for immediate application.

For formal training, we educate your team on system security, data migration, integration, reporting, tools, and other topics and techniques. We provide agendas, participation recommendations, and preparation activities.

In addition, you have access to resources such as eLearning courses, quick-reference material, and How-To videos through a subscription to the Ellucian On-Demand Subscription Library. This online resource is a valuable, cost effective solution for ongoing training needs at the moment of need.

How Adults Learn

Formal vs. Informal¹



Stage Three: Configure

The joint Ellucian/Francis Marion University team configures the solution so it's in alignment with the defined future state models. Ellucian guides the discussions and decision-making by Francis Marion University based on best practices, industry knowledge, and our expertise with the solution. Specific steps include:

- **Building processes.** We build rule and validation tables that enable core functions to operate around specific processes. Decision Workbooks provide a single repository to track decisions on codes, text translations, SQL Rules, and other necessary values before populating the test environment with designated configurations
- **Test case development.** We work with you to develop test plans with recommended scenarios tailored to align with your institutional business requirements. We support your thorough testing that guide decisions around any necessary customization. We test thoroughly because in our experience we know the importance of identifying areas of concern and ways to mitigate deployment risk
- **Knowledge transfer.** Ellucian will provide Francis Marion University Project Teams with the knowledge required to make decisions around the configuration of the system. Our consulting and learning activities are generally delivered by the same resource, the functional lead for each business area, making it easier to target learning based on each project team member's role. Our aim is to provide hands-on knowledge transfer in small segments to help your team retain the knowledge they've gained and allow them to immediately apply what they have learned to the objects of a particular consulting engagement. The contribution to test plans by the Francis Marion University exemplifies knowledge transfer efforts. This puts into use the understanding of both the functionality provided within the solution, as well as the associated business processes. We are always available to develop a plan of additional engagements as necessary.

Stage Four: Test

Ellucian will guide Francis Marion University through the actual testing of the environment. Typically performed in alignment with the data migration effort, this testing can be accomplished with institution-specific data. This allows for the confirmation of coding structures and data cross-walking, and positions the institution for more comprehensive testing. Specific steps are:

- **Unit testing.** Unit testing validates that the rule and validation codes/tables are configured appropriately using small amounts of Francis Marion University-specific data. Ellucian provides recommendations on user involvement, validation and testing procedures, and troubleshooting support as needed.
- **End-to-end, process-based testing.** We guide Francis Marion University project teams through the validation of large amounts of converted data against the already-validated rule and validation codes/tables using your particular process rules. We also support your testing of inputs, outputs, and interfaces for each process, then work with the University project teams to update Decision Workbooks with the results.
- **Environment testing and readiness.** To ensure a robust and functional solution we run diagnostics on Colleague Self Service and the Portal environment before going live to test system readiness for your heaviest load applications. We replicate user behaviors with heavy loads, and provide a simulation of the solution will perform under normal and peak load situations.
- **Business process and data migration validation.** User Acceptance Testing begins following the conversion of each data set. Francis Marion University project teams will confirm biographical/demographical data is checked such as names, addresses, emails, along with module-specific data such as GPAs and transcripts.

Client Resource Involvement

Throughout the project Client IT and project teams work closely with Ellucian to:

- Participate in each stage based on the and project plan including the kickoff session with key stakeholders
- Provide input on existing and future processes
- Provide documentation around current integrations and interfaces
- Help develop and deliver end user training and documentation to support the new solution
- Maintain transparent communication among team members and with the rest of the Client community
- Populate the Decision Workbooks with configuration decisions, guided and directed by the Ellucian team
- Build out institution-specific testing scenarios and data migration validation within the Ellucian-provided test plans
- Perform iterative testing throughout the configuration stage with Ellucian's guidance
- Play active role in development of deployment preparation plan

- **Deployment preparation.** As part of the project schedule we develop a project schedule, a detailed deployment schedule, and ensure you are ready from a configuration, data migration, knowledge transfer, and communication standpoint. Based on our experience in testing and deploying these solutions for maximum engagement, we recommend bringing the system into production after considering how it will fit with your specific business cycle.
- **Knowledge transfer.** In this phase training covers data manipulation, data cross-walking, data formatting, error tracking and resolution, data validation, and use of delivered functions. We guide you in development of end-user training materials and process documentation. Targeted learning is available to close any knowledge gaps.

Stage Five: Deploy

We assist you in finalizing solution delivery in the production environment. Close collaboration between Ellucian and Francis Marion University team helps ensure the success of this final step of setup testing and configuration prior to going live. We will be supporting you during the deployment effort and will provide supplemental job aids including Go Live checklists.

From our experience we know the importance of having a structure, as well as monitor and control procedures as the two pillars of a governance strategy. Our governance focuses on monitoring and control of the project from a macro level to ensure that we are achieving the project milestones and continuously following project management standards. During the Initiation phase we work with Francis Marion University project manager and senior leadership to define a Project Management which. The Project Communication and Change Management plans documents who, how, and when the key activities and status of the project will be communicated to all project team members and defined stakeholders and outlines the process for identifying and managing requested changes to the project. This structure ensures that the proper channels are followed and appropriate sign-offs are executed for changes to the implementation direction or services.

Subcontractors

Ellucian works with our Strategic partners, CompuSoft Development and TouchNet Information Systems, Inc. on the implementation of their solutions. Our Ellucian project manager is accountable for the quality and the timeliness of the delivery of services.

Implementation and Integration Services

Proposed implementation and integration services are described in Section 3: Detailed Explanation of Proposed Solution.

The specific segment implementation plan is critical to the overall success of this project. To accomplish this goal, the University is seeking an all-encompassing Implementation Plan including project management.

Please see Phase 1, Implementation Plan (above) for an overview of the planning process. A sample implementation plan template is included in Exhibit A of this section.

PHASE II – ONGOING MAINTENANCE/SUPPORT

- At a minimum contractor will provide on-site, post-implementation support, telephone support.
- On-site, post-implementation support (e.g., one (1) month of on-site support after go-live, optional “as needed” support (seven (7) days/week)).

In preparing for deployment, Ellucian and Francis Marion University team would conduct end-to-end, process-based testing of inputs, outputs, and interfaces for each process, using converted data, validation table values, and processing rules that are specific to Francis Marion University. This testing would be conducted to confirm successful business processing and configurations within the Colleague solutions. Live Simulations would be conducted to simulate the conditions that would occur, for example, during a standard registration event, and would include cross-testing between Registration, Financial Aid, and Accounts Receivable. These simulations would be designed and executed with a focus on your business processes, business volumes, and business goals.

Follow up consulting is provided after the Live Simulations to finalize setup, data migrations and to begin preparing your staff for deployment. The Ellucian consultant is onsite during the first production payroll run. In addition, Action Line and follow up consulting is provided to support the additional solutions during their deployment. Action line is further described in the next section.

- Telephone support (include toll-free support hotline, hours of operation, availability of twenty-four seven (24-7) day hotline, etc.).

Technical Support Services

Technical Client Support is especially crucial as users begin to work with their new Ellucian software. As an Ellucian Maintenance Advantage Program member you will be able to communicate with Action Line Software Support Analysts on functional or technical questions related to your Ellucian solutions, plus receive notifications when areas of interest are updated, 24 hours a day, seven days a week.

In addition, a Client Case Dashboard is available for you to gain insight into the cases your institution has opened with Ellucian, monitor response times, and understand the status of each case.

Ellucian’s Maintenance Advantage Program provides your institution with the following fundamental services:

1. Assurance that the Colleague application software functions in accordance with the current documentation.
2. Application software compatibility with the most current version of the operating system and the relational database management system.
3. Availability of Ellucian's Action Line resources via an "800" number for assistance, research, and troubleshooting of Ellucian software seven (7) days per week, 24 hours per day.
4. Priority Case Escalation providing high-priority attention from knowledgeable and appropriate Ellucian support staff for rapid case resolution when a case is escalated.
5. All bug-fix revisions and regulatory updates that Ellucian has historically made to Colleague modules that your institution will license.
6. Software enhancements that Ellucian does not price and market separately.
7. Access to the Ellucian Support Center electronic board service and internet question submittal 24 hours a day, 7 days a week.
8. Ellucian's Technical Support for system issues and Ellucian supported third-party software.
9. Access to technical tip bulletins concerning Colleague software and related issues.
10. Opportunity to contribute to product development and design by participating in functional needs surveys and periodically scheduled product walkthroughs.
11. Preferential consideration and pricing for new product offerings and all service offerings such as training, consulting, site assessment, and documentation.
12. Quarterly client status contact and access to the "Clients" section of Ellucian's website.

Product Enhancements and Regulatory Releases

Ellucian's typical maintenance release includes both enhancements, and maintenance patches. Colleague's release system simplifies the selection of releases and reduces the amount of system administrative time required to incorporate changes into test or production environments.

Releases are available for download from our client-only section of our website, twenty-four hours a day, seven days per week. Ellucian's Maintenance Advantage Program includes the updates and enhancements to software that the institution has licensed, and that Ellucian has not priced and marketed separately. Your Ellucian Maintenance Advantage Program helps the University use leading-edge technology while maximizing your investment in application software. Ellucian's Maintenance Advantage Program includes enhanced software functionality, bug fixes, document updates, and remote diagnostic support.

Functional Support Services

Your Ellucian Maintenance Advantage Program membership also gives you access to online product courses, enables you to engage with peers in a variety of ways, and gives you an easy way to submit, vote on, and monitor ideas for product enhancements. In addition, clients may download software and documentation around the clock, as well as access thousands of up-to-date articles, peer insights, and more than 1,900 user documents, including guides, handbooks, release guides, and release highlights. Ellucian Maintenance Advantage Program members get an annual software review to gauge how well their software matches their business needs.

Ellucian On-Demand Subscription Library

Ellucian On-Demand Subscription Library provides basic training on your Ellucian product. In addition to boosting your product knowledge, this training serves as a prerequisite for more in-depth courses. As an Ellucian Maintenance Advantage Program member you will receive up to 10 hours of end user training – by product – in a pre-selected set of courses that provide greater detail on product features, functionality, and best practices for your Ellucian solution.

These short videos are focused on how to perform various tasks within Colleague and can be viewed on-demand by any staff member within your institution. The On-Demand Subscription Library is delivered to Francis Marion University through Ellucian's portal. Content is updated to reflect current baseline product functionality making this the proper solution for initial and ongoing training. The On-Demand Subscription Library can also be used by core users and administrative end users to gain a better understanding of the capabilities of the Colleague system.

Ellucian Support Center

Ellucian Support Center is our self-service tool which is housed within the Colleague client's website. Ellucian Support Center includes a robust search tool to allow your staff to search by topic, keyword, screen name, process, etc. The user interface is intuitive and flexible providing you with the tools you need to quickly find the information you need. Clients have 24/7 access to our extensive knowledge base of support solutions which provide answers and fixes to commonly asked questions and problems. An advanced, state-of-the-art search engine facilitates navigation of the knowledge base. Published FAQs benefit from embedded screenshots and formatted text.

In addition to the search capability, clients can submit and monitor software issue reports, submit ideas about software enhancements, and various other capabilities.

Automated Client Support

Our Action Line Software Support Analysts use Ellucian Support Center to record and track every contact with our clients. Clients can also request assistance through this online tool. You may track the details of the progress made on your issue and be automatically notified when the status has been updated.

Online Documentation A-Z

Colleague clients have access to documentation for download through the Ellucian client website. Colleague documentation examples include “User Guides” for each module, “Release Highlights” on product enhancements and updates, procedural manuals, installation procedures and technical documentation to support IT staff.

User Groups

As an Ellucian Maintenance Advantage Program member, you would be invited to attend our annual User Group meeting, Ellucian Live. This event is held annually and is the primary forum for ongoing user education and direct client involvement with the continuous development of our products and services. It is also a place where clients can interact and discuss issues relevant to higher education and technology. Reviews of new releases are also an important facet of the conference. Ellucian Live is the highlight event of the year. User representation is very high, and the location alternates throughout North America, to best accommodate our clients. Ellucian staffs this conference.

In addition, regional users groups are active throughout the higher education community and operate independent of Ellucian. Francis Marion University can connect with an active, engaged, informed user community through regional groups and self-service portals for ideas, answers, and insights not only on Ellucian products but also issues and trends in higher education. Regional users groups provide a forum for users to meet with their peers to discuss specific issues and procedures as they relate to our products and to obtain training on new system features. Ellucian's participation in regional conferences provides interaction opportunities for our client groups, and allow for discussion on common implementation issues and new product enhancements. We work directly with the regional user groups in providing personnel experienced in conducting client-requested sessions and assistance in developing the user group agenda.

For more information, please visit:

<http://www.ellucian.com/ellucianlive/>

eCommunities

Our eCommunities are another customer resource. The eCommunities facilitate communication between our customers sharing similar interests. The eCommunities are moderated and provide a highly advanced vehicle for exchanging information. They were implemented in direct response to customer requests for a more dynamic collaboration tool that would better connect users to colleagues and peers in their respective communities. Access to the eCommunities is granted automatically to anyone who has a login on our website.

The eCommunities are divided into categories mirroring the customer communities on our website as detailed under the Customer Communication Communities section below.

Under each of the major categories are individual eCommunities covering a wide range of areas. A person with a valid login to the customer's only section of our website can access the eCommunities to post a topic, a query, or post a reply to topics submitted by others.

ECommunities Include:

- Student
- Financial Aide
- Finance
- Human Resources
- Technology Management
- Special Interests
- Regional Users Groups
- Annual Service Review

As an Ellucian Maintenance Advantage Program member, you will be invited to review, with an Ellucian client support specialist, the use and performance of your Ellucian maintenance advisory program and support resources, from case metrics and response times to patterns and opportunities for improvement.

Annual Software Review

As an Ellucian Maintenance Advantage Program member, you will be invited to assess, with a client support specialist, your existing applications and versions and whether current and upcoming version releases make sense for your institution.

The Ellucian Maintenance Advantage Program helps you maximize your investment by providing expert technical support, rich resources, and access to a community of peers who know our solutions and your business changes.

Upgrades:

The successful contractor's obligations to provide upgrades as part of Maintenance Services shall include, without limitation, access to "Major Version Upgrades" and "Successor ERP Products" at no additional charge. "Major Version Upgrades" means versions of the ERP software in which the number to the left of the decimal point in the version number increases vis-à-vis the comparable number identifying the ERP Software initially installed. For example, ERP Software version 6.0 would be a Major Version Upgrade from the ERP Software version 5.0. "Successor ERP Products" means any alternative products offered by the Contractor in the event that the purchased ERP Software product is no longer supported by Contractor or is no longer commercially available for purchase by other customers of the Contractor, with proven analogous functionality to the functionality the ERP Software provides to the University per the Contract.

Ellucian's typical maintenance release is relatively small, includes both enhancements, regulatory and maintenance patches, and is focused only on a particular application area. Colleague's release system simplifies the selection of releases and reduces the amount of system administrative time required to incorporate changes into test or production environments.

Releases are available for download from our client-only section of our website, twenty-four hours a day, seven days per week. Ellucian's Maintenance Advantage Plus program includes the updates and enhancements to software that the institution has licensed, and that Ellucian has not priced and marketed separately. Your Ellucian Maintenance Advantage Plus Program helps the College use leading-edge technology while maximizing your investment in application software. Ellucian's Maintenance Advantage Plus Program includes enhanced software functionality, statutory body updates, bug fixes, document updates, and remote diagnostic support. Bug-fix revisions and regulatory updates that Ellucian has historically made to Colleague modules that your institution has licensed are included under the Ellucian Maintenance Advantage Plus Program.

Each year, Ellucian provides updates to Colleague to embrace new technologies, address new regulatory requirements, and provide added functionality to our clients. We constantly deploy enhancements via Colleague's Release System. We release enhancements to all major modules every year.

Disaster Recovery Services:

The Contractor shall provide an off-site (within the Continental United States) disaster recovery strategy to cover the University from critical systems failure or catastrophic event that would damage or destroy the Data Center and computing equipment.

Ellucian is proposing an on-premises solution in response to this RFP. Off-site disaster recovery is provided in a hosted deployment of Colleague and we would be happy to discuss that solution at a later date.

Most institutions have existing business continuity and disaster recovery plans in place. The ERP should be incorporated into these plans and should be in place prior to the first functional rollout.

There are various means to maintain business continuity, such as backup to tape/disk with restore to physical servers, replication with SQL Server, VMware/Hyper-V with SAN replication, VMware with Site Recovery Manager, clustering, SAN redundancy, or Load-balancing. These optional solutions are hardware dependent and can be provided by your hardware vendor.

Ellucian recommends separate production and development environments as an additional means of stability. Our solution also includes two levels of software recovery capabilities: transaction commit and transaction logging. Both processes are independent of operating systems and database management systems. This capability mitigates the possibility of incomplete system updates during computer and disk failures, and supports more comprehensive recovery procedures.

Recovering from losing an entire system is a part of a disaster recovery plan. Additionally, some customers choose to separate completely their production and development environments as a way to ensure that the production environment remains stable. This machine would be located in a different location than your production server. Other clients have a partnership with a nearby business that has similar hardware. When a disaster occurs, the institution would then restore Colleague from offsite tape onto the partner's hardware. There are other options available through a hardware vendor that accommodates an entire system failure with multiple systems and a shared disk environment.

Our solution includes two levels of software recovery capabilities: transaction commit and transaction logging. Both processes are independent of operating systems and database management systems. This capability mitigates the possibility of incomplete system updates during computer and disk failures, and supports more comprehensive recovery procedures.

We are prepared to support our clients in the event of a disaster with emergency support personnel to assist in recovery efforts. Hurricane Katrina, for example, affected several Ellucian clients. We responded by utilizing our technical support staff called the Solution Center to coordinate affected clients with non-affected clients. This network provided affected clients with places to host data and emergency backup files as well as providing immediate shelter and/or classroom space for affected clients. Ellucian, in partnership with all clients has acted as a centralized repository of information for several natural disasters.

Ellucian technical consulting can also provide consulting to help your institution develop meaningful disaster recovery plans and strategies. This is an optional service at an additional cost.

DELIVERY / PERFORMANCE LOCATION – PURCHASE ORDER (JAN 2006)

After award, all deliveries shall be made and all services provided to the location specified by the Using Governmental Unit in its purchase order.

Acknowledged.

OPERATIONAL MANUALS

Contractor shall provide five (5) detailed and comprehensive operational manuals for each module of the proposed ERP system.

As an Ellucian Maintenance Advantage Program member, you have around-the-clock access to on-line documentation. You also have the ability to download and print as many copies of the documents as needed by the institution.

Colleague documentation examples include "User Guides" for each module and product area, "Release Highlights" on product enhancements and updates, procedural manuals, installation procedures and technical documentation to support IT staff.

User Guides. These materials provide information about and instructions for using Ellucian software applications. For some products, user guides include overview information, database form descriptions, report descriptions, and processing information. For other products, user guides also provide functional descriptions, page and application descriptions, and details about relationships with integrated products.

Release Guides or Release Notes. These documents describe the enhancements and features delivered in specific Ellucian software releases.

Installation or Upgrade Guides. These guides provide the information to install or upgrade specific Ellucian products. These types of materials would also typically contain the information to customize aspects of the product to address specific institutional needs or to configure integration between other Ellucian products and specific third party components that can be used with the system.

Administration Guides. Administrative materials provide information about the tasks required to manage and maintain Ellucian software systems and applications, such as setting up user accounts, managing passwords, backing up system components, and the like.

Ellucian's documentation provides quality, cost-effective information to enhance your productivity in using our products. Each document is designed to be user-friendly and to incorporate client feedback from previous releases. Documentation is maintained and released at the same time as a software enhancements or upgrade is released.

Other documents and resources include:

- Online help for each form and field;
- An extensive library of downloadable documentation on installing, configuring, administering, and using all of our products in an easy-to-use, searchable PDF format;
- Release highlights with information on enhancements for new software releases. Every software update includes comprehensive information on what changes have been made and how to install and implement them;

Ellucian encourages all employees at institutions supported by Ellucian's Maintenance Advantage Program to request a login for the secure part of Ellucian's website (www.Ellucian.com). After logging in, Ellucian clients would have access to important resources, including: documentation, software announcements, client communities, and much more.

Task Name	Work
Human Resources	203hrs
INITATION PHASE	24h
Engagement #1: Requirements, Demonstration, Navigation, Review Project Documents	24h
Review Data Standards	0h
Naming Conventions	0h
Participate In Demonstrations	0h
Hands-on Participation in Navigation Workshop	0h
Participate in Decision Making for Naming Convention/Val Codes, etc.	0h
Continue to Build Val Codes as Instructed by Consultant	0h
Design /Configuration	179
Engagement #2: Begin Design and Configuration of Human Resources Systems	24h
Demonstrate & enter sample VAL codes	0h
Demonstrate & enter sample HR codes	0h
Plan & enter positions	0h
Plan & enter benefit/deduction	0h
Demonstrate personnel actions	0h
Demonstrate personnel reports	0h
Review position import utility document	0h
Hands-on Participation in Workshops	0h
Participate in Decision Making	0h
Finalize Individual copies of Human Resources Learning Guide for each participant•	0h
Finalize Current list of Benefit offerings with cost information for both employee and employer portions	0h
Finalize Current list of Deductions with cost information for both employee and employer portions	0h
Finalize Current list of all Position Titles and the General Ledger Account salaries are charged to	0h
Finalize Current list of all Leave Plans with accrual information	0h
Finalize Current list of all Direct Deposit Banks used to date	0h
Finalize Complete tasks assigned as Homework	0h
Engagement #3: Benefit Deductions Remote Session	8h
Finalize all Benefit/Deduction setups	0h
Obtain answers to any outstanding questions related to Benefit/Deduction setup	0h
Participate with Consults to finalize benefit/deduction setups	0h
Complete benefit/deductions setup	0h
Complete the Position Import Utility and email to consultant at least 3 days prior to next engagement (#4).	0h
Engagement #4: Position Import Utility	4h
Review Position Import Utility with client team	0h
Work independently to load Position Import Utility	0h
Obtain current list of all position titles along with salary information	0h
Create/obtain a list of General Ledger Account Number for each position	0h
HR Team needs to validate all position setups and hire all active employees in Production.	0h
Copies of spreadsheet with employee enrollment into benefits/deductions sent to consultant prior to engagement	0h
Engagement #5: Finalize Position Import Utility	2h
Finalize and Upload Positions using the import utility	0h
Review final position in Colleague / Validate import	0h

Engagement #6: Finalize Benefit/Deduction Setup	3h
Provide a detailed review of the process to assign Benefits and Deductions and Direct Deposit information to employees and to create a DD Bank code	0h
Hands-on setup in the Test Environment	0h
Identify the sample group of employees for testing and include employees enrolled in a variety of benefits and deductions	0h
Hire sample group of employees into their appropriate positions	0h
Enroll sample group of employees into their respective benefits/deductions	0h
Assign tax withholding and direct deposit information to sample group of employees	0h
Identify Pay Cycles needed and outline Pay Cycle Pay Dates	0h
Engagement #7: Introduce Direct Deposit Setup & Direct Deposit Import Utility	2h
Provide a detailed review of the process to assign Direct Deposit information to employees	0h
Create a DD Bank code	0h
Hands-on setup in the Test Environment	0h
Detailed review of the Direct Deposit Import Utility	0h
Participate in remote session	0h
Verify data on the Direct Deposit Utility Import	0h
Assign direct deposit information to sample group of employee	0h
Engagement #8: Begin Design, Configuration & Test Payroll System	24h
Review of Codes related to Payroll Module	0h
Update data in HR Decision Workbook as needed	0h
Detailed review of the payroll process	0h
Detailed review of how to create Stipend Payments	0h
Using MODL, verify payroll calculation process	0h
Detailed review of process to run a payroll	0h
Introduction to WebAdvisor Web Time Entry process	0h
Run payrolls in Test environment for sample group of employees	0h
Validate the salary, wage, and pay period amounts -compare Colleague data to actual payrolls	0h
Discussion of how to trouble shoot a Payroll	0h
Validate the benefits/deductions are setup properly in TEST and PRODUCTION	0h
Validate salaries and pay period amounts are correct for each sample employee	0h
Enroll all employees in benefits/deductions in PRODUCTION	0h
Create Stipend records for employees	0h
Begin process of hiring all employees in the Production environment	0h
Enroll employees in their respective benefits and deductions	0h
Assign tax withholding and direct deposit information to all employees	0h
Engagement #9: Configuration Payroll Time Entry Using WebAdvisor	24h
Detailed review of self service features of WebAdvisor for HR	0h
Confirm group of employees who will enter time using WTE	0h
Review the assignment of Time Entry Form and Earnings Type Groups	0h
Confirm setup of Supervisor information on Position Definition or at the Person Level	0h
Detailed discussion of Time Entry Parameters including cutoff times for submission and approval	0h
Define rules for Unapproved time	0h
Overtime subroutine	0h
Testing of time entry with Web Time Entry and approval of	0h
Review of Comp Time Setup	0h
Review delivered reports	0h

Validate setup in the Human Resources module to provide employees access to Web Time Entry	0h
Complete payroll testing for time entered electronically through Web Time Entry	0h
Finalize plans for employees training as appropriate	0h
Engagement #10: Setup Leave Plans	4h
Discussion/training on how to create leave plans	0h
Demonstrate the processes of assigning leave plans to employees	0h
Lead Hands-on practice in the Test environment	0h
Create Leave Plans	0h
Complete setup of all Leave Plans in Production	0h
Engagement #11: Finalize Leave Plan Setup	4h
Preparation for Remote Session	0h
Discuss the importance of Dates and Benefit Years for Leave Accrual	0h
Provide a detailed review of the process of assigning Leave Plans	0h
Hands-on practice of making adjustments to Benefit Years & Anniversary Dates	0h
Discuss process and timing for entering opening balances	0h
Enroll employees in Leave Plans	0h
Complete the process of assigning Leave Plans in Production	0h
Engagement #12: Communications Plan	2h
Remote Overview Session with Client	0h
Outgoing Communication	0h
Incoming Communication	0h
Participate in remote session	0h
Define the two types of correspondence as they are used in Communications Management	0h
Define basic terminology related to each type of correspondence	0h
Engagement #13: Communications Plan	4h
Remote Session with Client	0h
Define Simple Workflow	0h
Define Medium Workflow	0h
Define Complex Workflow	0h
Configure Communication Workflows	0h
Participate in remote session	0h
Determine the best uses for Communications Management for the HR/Payroll Department	0h
Begin to design/configure initial communications	0h
Engagement #14: Deploy Communication Plan	10h
Remote Session with Client	0h
Provide Go Live support as needed to the Human Resources	0h
Deploy initial communication	0h
Engagement #15: Test Payroll Simulation	24h
Process Test Payrolls	0h
Compare the Colleague data to actual payrolls	0h
Onsite Support for Payroll Process Testing	0h
Enter Stipend information as needed	0h
Make corrections in the Test environment	0h
Use MODL to verify correction	0h
Record and/or complete corrections needed in the Production environment	0h

Develop a Plan for contacting Bank and Vendors	0h
Outline timeframe for testing exports	0h
Gain experience running Payrolls	0h
Validate all pay information for each employee	0h
Create a pre-note file to send to Bank for verification	0h
Define Next Steps needed to be completed prior to Live Payroll Processing	0h
Make any corrections necessary in PRODUCTION and enter all new employee data going forward	0h
Engagement #16: End to End Payroll Testing	24h
Process Test Payrolls	0h
Compare the Colleague data to actual payrolls	0h
Onsite Support for Payroll Process Testing	0h
Enter Stipend information as needed	0h
Make corrections in the Test environment	0h
Use MODL to verify correction	0h
Record and/or complete corrections needed in the Production environment	0h
Create Direct Deposit Pre-Note file and send to Bank	0h
Create a test Direct Deposit File	0h
Send test file to Bank for validation	0h
Finalize plan for entering opening leave balances in Production.	0h
Hands-on practice for manual and replacement checks	0h
Gain experience running Payrolls	0h
Validate all pay information for each employee	0h
Create a pre-note file to send to Bank for verification	0h
Define Next Steps needed to be completed prior to Live Payroll Processing	0h
Make any corrections necessary in PRODUCTION and enter all new employee data going forward	0h
Engagement #17: Remote Support for Go Live Activities	16h
Provide Go Live support as needed to the Human Resources and Payroll staff	0h
Go Live Activities	0h
Go Live Activities Support	0h

February 5, 2016

Enterprise Resource Planning System

Please note that for the purposes of keeping our uploaded documents to an acceptable upload size for your system, we have included documentation as separate files.

SECTION 2.2

Current Campus System Requirements

(From RFP Page 57)

Provide a detailed explanation of how your proposed system will replace the following in-house developed applications:

- Leave Authorization Request

The Leave (Paid and Unpaid) Request form is used for both initiating and taking action on an existing leave request. You can use it to request either paid or unpaid leave.

The Leave Request includes the following:

- The active leave plans for the employee who is requesting leave, the dates that each plan is active, and the number of hours that are currently available in each plan.
- The leave plan being requested.
- The beginning and ending dates for which leave is being requested and, if all leave is to occur on the same day, the times that it is to begin and end on that day. The beginning date becomes the due date for the request.
- The total number of hours that are being requested.
- The balance of hours that will remain in the leave plan for this employee.
- The reason for the request.
- The approval action that is being taken.
- History of all actions taken on this request.

In addition, by detailing on the Comments field, you can access a form on which you may enter remarks about the leave you are requesting or the approval action that you are taking. You may also view any remarks that were entered by the initiator or previous approvers.

The Prior Approvals window immediately displays your name, your institution's code for a new or initiated request, and today's date. Each approval action that is later taken on this request is also recorded in this window. These actions are listed in reverse chronological order with the most recent

displayed on the first line of the window. Therefore, you can use the Prior Approvals window to track the progress of your request, and later to view a complete history of this request, from its creation to the final action that was taken.

A leave request can be initiated for any active leave plan that has been assigned to you or to the employee for whom you are requesting leave. When you enter an employee's ID at the appropriate LookUp prompt, the form displays a summary of the employee's active leave plans in the Leave Plan window. This summary lists each leave plan, the dates that each leave plan is available for that employee — its start date, any end date, and the date when the employee is allowed to begin using it — and the number of hours that are currently available in that plan.

Colleague also calculates the number of hours that will remain in that leave plan and displays those hours in the New Balance field. Although the solution will allow you to request leave that will result in a negative balance, you may do so only if Francis Marion University has implemented the leave plan to allow it.

A brief description or purpose for the leave you are requesting may be entered. Some examples might be "Ski trip," "Johnny's school play," or "Dental appointment." If more information about this request is needed, you may detail to access a more detailed form where you, and anyone taking action on this request, may enter additional information about the request or the action.

After a leave request has been initiated, it is available for approval actions. If you have the appropriate authority, you may take approval action on an existing leave request. For example, you could approve it, reject it, cancel it, or perform any other actions that your institution has been defined as part of the implementation process.

When you finish from the form, your name, the action you took, and today's date are then added to the list in the Prior Approvals window, which provides a complete history of the actions taken on this request. These actions are listed in reverse chronological order with the most recent displayed on the first line of the window.

When a leave request has been through all of the required levels of approval at your institution, your human resources office may control the update of the data from this request to the appropriate HR files.

- **Lost ID Card Replacement**

Ellucian does not have a solution for ID Card Replacement.

Colleague's open architecture with its clear partitions provides a foundation to which it is easy to interface or integrate other necessary applications. Colleague and API's middleware provide the vehicles to non-invasively integrate third party solutions as needed. Numerous products, such as One Card Systems or Card Readers have been integrated with Colleague and are in use today by our client base. Many of Ellucian clients have developed these interfaces at varying degrees and using a variety of tools. Common one-card providers include, but are not limited to, CBord CS Access, and AT&T's Optim9000.

- **Omnilert's e2Campus Emergency Notification Opt-out Method**

Ellucian currently has partnerships with two emergency notification companies.

Rave Mobile Safety is the most trusted software partner for campus and public safety. Used by leading Institutes of Higher Education and State and Local Agencies, the award-winning portfolio of Rave SafeCampus, Rave Alert, Rave Guardian, Eyewitness, Smart911 and SmartPrepare enables millions to feel safe, secure and connected. Rave Mobile Safety is headquartered in Framingham, MA.

<http://www.ravemobilesafety.com>

Regroup provides integrated messaging. Our Ellucian-integrated platform provides a single console through which administrators can message via: Mobile phone (Text/SMS), Voice, Email, Facebook, Twitter, and web portal or site. We are the most effective day-to-day and emergency platform, and regularly save schools money while improving campus communications and regulatory compliance. We integrate with Banner, Colleague, Luminis, and Portal.

<http://www.regroup.com>

Other RFP Considerations

1. **Please describe your software updates and patching process and schedule.**

Please see the Technical Support Services Section on page 2.1-75

2. **System must be Web-based**

Ellucian Colleague supports a browser-based work environment. Colleague products utilize web-based user interfaces. Colleague provides a number of user interfaces that address the needs of your different types of users on campus. The Ellucian Portal provides a user interface that allows multiple windows and functions to be open and navigable at once. This is an intuitive pure HTML-based web interface. This provides secure, web-based access to Colleague, for both local and remote users, and is ideal for either PC or Macintosh desktops. Depending on the specific needs of end-users, the Colleague UI can be deployed in a web version, and multiple sessions may be open at one time. While both versions deliver rich functionality and navigation controls, each offers different options for navigation setup – addressing the needs of heavy data entry users versus more casual navigation users.

3. **Provide a list of self-service options for faculty, staff, and students**

The following WebAdvisor forms and workflows are available to your institution included in the base Colleague system. Of course, you can develop and deploy additional WebAdvisor forms to satisfy your institution's unique requirements:

Forms covered by WebAdvisor Base System include:	
<p>WebAdvisor for Applicants</p> <p>Sign up for WebAdvisor</p> <p>What's my User ID?</p> <p>Change Password</p> <p>Address Change</p> <p>My Documents</p> <p>Search for Classes</p> <p>Admission Status</p> <p>Program Evaluation</p> <p>Test Summary</p> <p>Financial Aid by year</p> <p>Financial Aid by term</p> <p>Financial Aid award letter</p> <p>Financial Aid loan application</p> <p>WebAdvisor for Students</p> <p>Sign up for WebAdvisor</p> <p>What's my User ID?</p> <p>Change Password</p> <p>Address Change</p> <p>Account Summary</p> <p>Account Summary by term</p> <p>Make a payment</p> <p>Financial Aid status by year</p> <p>Financial Aid status by term</p>	<p>WebAdvisor for Faculty</p> <p>Sign up for WebAdvisor</p> <p>What's my User ID?</p> <p>Change Password</p> <p>Address Change</p> <p>Position Summary</p> <p>Leave Plan Summary</p> <p>My Stipends</p> <p>Class Roster</p> <p>Grading</p> <p>My Class Schedule</p> <p>Budget Summary</p> <p>Budget Selection</p> <p>Search for Classes</p> <p>My Documents</p> <p>WebAdvisor for Employees</p> <p>Sign up for WebAdvisor</p> <p>What's my User ID?</p> <p>Change Password</p> <p>Address Change</p> <p>Position Summary</p> <p>Leave Plan Summary</p> <p>My Stipends / My Budget / My Documents</p> <p>Pay Advice Total Compensation</p>

Forms covered by WebAdvisor Base System include:	
Financial Aid award letter	WebAdvisor for Vendors What's my User ID? Change Password Address Change Vendor Invoice Inquiry
Financial Aid loan application	
Search for Classes	
Search and Register	
Express Registration	
Add Classes	
Drop Classes	
My Class Schedule	
Grades	
Grade point average by term	
Transcript	
Program Evaluation	
Test Summary	
Application for graduation	

Colleague also provides self-service functionality with Student Planning, Student Finance, and Student Financial Aid.

4. Provide toll-free twenty-four seven (24/7) support

Please see the Technical Support Services section of Section 2.1.

5. Online documentation for field-level, file-level, and record-level

Please see the Technical Support Services section of Section 2.1.

6. Please describe your Cloud strategy.

Ellucian is proposing an On-Premises deployment for Francis Marion University, but we have included information on our optional Hosted model available from Ellucian Cloud Services. An overview of this optional offering is included as Exhibit A to this section.

Ellucian Cloud Application Hosting Services handle system administration, software upgrades, support, security, and more—so you can focus on what you do best. We provide a unique combination of higher education functionality and a secure, cost-effective, and reliable cloud hosting platform to keep your systems running at peak performance.

For a detailed overview, visit [here](#).

7. Provide the number of “canned” reports per module and a sample report for each

A listing of the delivered reports for each Colleague solution is below. We have also included Sample reports with this submission as an exhibit to this section.

Colleague Student Standard Reports		
Recruitment/Admissions Management		
Prospect/Applicant Profile	Application Status Summary	Applications List
Prospect Labels	Applicant Labels	Institution Labels
Prospect Rating Assignment	Accepted Applications Report	Application Counts
Admissions Waitlist Report	Transfer Equivalency Report	
Financial Aid		
Student Budget Detail	Budget Rule Report	Budget Rule Verification
Need Analysis Comparison	Compare Calc Input Type	Payroll Notification
Overaward Report	Awards Register	Award Analysis
FISAP Eligible Aid Applicants	FISAP Program Recipients	Award Letters
Attend Pattern Mismatch Rep	Award Eligibility Verif	FA Labels
Direct Loan Application	Direct Loan Disbursement	Promissory Note Print
Direct Loan Anticipated Disb	FA Transcript Print	Unconverted Records
Residence Life & Campus Organizations		
Roster Inquiry	Resident Directory	Campus Organization Roster
Residence Room Assignment Report	Residence Room Availability Report	Room Request/Preference Cards
Residence Room Availability Report	Meal Plan Assignment Notice	Residence Waitlist

Colleague Student Standard Reports		
Meal Plan Assignment Labels	Room Assignment Labels	Room Assignment/Student Load
Campus Org Advisor Labels	Campus Org Membership Labels	Campus Org ID Cards
Degree Audit		
Evaluate Student Program	Batch Academic Evaluation	Transfer Equivalency Report
Accounts Receivable		
Invoice Print	Statement Print	Detail Trial Balance
Aged AR Balance Report	Accounts Analysis by AR Code	Payment Plan Coupon
Payment Plan Statement	AR Labels	Registration Statement Print
Cash Receipts		
Receipt Tender Code Analysis	Invoice GL Register	Invoice GL Posting
Bank Deposit Report		
Curriculum Management, Academic Records, Faculty Information & Registration Modules		
Course Catalog	Catalog List	Course Section Schedule
Course Space Utilization	Section Availability Report	Course Waitlist
Section Roster	Classroom Usage Worksheet	Academic Roster Inquiry
Faculty Advisee Report	Student/Faculty Directory	Student Schedule Print
Section Prerequisite Roster	Requisite Mismatch	Student/Faculty Directory
Registration Statement Print	Add/Drop/Withdrawal Roster	Grade Roster
Repeated Course Sections	Grade Distribution Report	Mid Term Grade Report
Finale Grade Report	Transcript Print	Student Academic Transcript
Transcript Course Listing	Student Labels	Students ID Cards
Grade Audit Report	Scanner Grade Request Roster	Missing/Invalid/Exp Grade Rpt
Academic Standing/Early Alert	Graduation Audit Report	Student Requests Print

Colleague Student Standard Reports		
Enrollment Verification	NSLC Analytical Report	NSLC Verification Report
Enrollment Statistics	Reg Activity Analysis	Faculty ID Cards
Faculty Labels	IPEDS Fall Enrollment Survey	

Colleague HR Standard Reports		
Position Budgeting		
Position Budgeting Printout	Salary Table Printout	Person's Position
Personnel Records	Personnel Record Summary	Personnel Leave Analysis
Person's Leave Plan	Leave Plan Information	Purge Leave Pool Transactions
Employees' Active Positions	Leave Pool Detail Report	Personnel Directory
HR Labels	Personnel Listing	Build Point-in-Time Work File
Social Security Number Discrepancy	Personnel File Diagnostic	
Purge Point-in-Time Work File	Position Information Report	
Faculty Contract Processing		
Faculty Load Report	Missing Faculty Contracts Report	
Seniority Plan Reporting		
Seniority Ranking Report	Personal Seniority Report	Seniority Plan Position Report
Time Card Entry		
Time Card Entry Detail Report	Daily Time Verification Report	Payroll Time Worksheet Report
Positive Time Discrepancies Report	Exception Time Discrepancies Report	Missing Payroll Time Card Report
Vendor Remittance Processing		
Reversal & Adjustments of Taxes, Benefits & Deductions Report	Remittance Report for Benefits & Deductions Report	Remittance Reports for Taxes Report

Colleague HR Standard Reports		
Additions Reports for Benefits & Deductions Report	Cancellations Reports for Benefits & Deduction Report	Vendor Report/Payment Screen
U. S. Federal Regulatory Reports		
Print W-2 Form	W-2 magnetic Media	IPEDS-S Fall Staff Survey
IPEDS-SA and IPEDS-CN Reports		
Canadian Federal Regulatory Reports		
Record of Employment Detail Report	T4 Magnetic Media Production	T4 Form Reporting
Monthly Report	Report of Working Employees	Fund Listings
California STRS/PERS/PARS Reporting		
STRS F-496 Retirement Earnings and Contributions (Includes exception reporting)	STRS F-496 Supplemental Report (Includes exception reporting)	STRS MR-87 (Status/Name Change Notification)
STRS Cash Balance Plan Contributions (Includes exception reporting)	STRS Address Update	STRS Cash Balance
PERS ACC-626 Payroll List (Includes exception reporting)	PERS Address Update	PARS Contributions (Includes exception reporting)
Payroll Processing Reports		
Payroll Period Exceptions	Reprint Payroll Register	Canadian PD7 Payroll Report
Payroll Time Worksheet Report	Payroll Audit Report	Pay Item Audit Report
Payroll Summary Register	Payroll Register Report	Reprint Payroll Register
Check/Advice Register	Payroll Exception Report	Print Direct Deposit Report
Print Payroll Check/Advice	Check Advice Register	Check Reversal Report
Advice Reversal Report	Employee Contributions Report	Employee Analysis Report
Employee Analysis By Account	Limit Against Earnings Report	Payroll History Report (Detail)

Colleague HR Standard Reports		
Payroll Check History Report (Summary)	Payroll History By Account	Check Reconciliation Report
Advice Reconciliation Report	Print Outstanding Check Register	Paycheck History Report
Texas State Reporting		
ERS Annual Salary Change Tape Report	TEC Quarterly Wage Tape	TRS Position Tape Report
ERS 100% Tape Comparison Report	Texflex Activity Tape	TRS Monthly Tape (TRS10)
TRS Report of "Working Retirees"	TRS Fund Listings	Optional Retirement Plan Reports By Fund
State Employee Charitable Contribution Report	Texas State Reporting	

Colleague Financial Standard Reports		
Account Payable Module Reports		
Account Payable Aging Report	Check Register Report	Cash Requirements Analysis
Discounts Taken/Lost Report	Recurring Voucher Register	Unauthorized Voucher
AP Voucher Creation Register	Cash Disbursement Journal	Revered Check Register
Discounts Pending Report	Reconciled Check Register	Summary Voucher Register
Voucher Summary Report	Voucher Register	
Accounts Payable & Purchasing Module Reports		
Vendor Address List	Vendor Register	Vendor Labels
Vendor YTD Report		
Budget Management Module Reports		
Budget Responsibility	Responsibility Verification	Distribution Table Report
Budget Responsibility Report		

Colleague Financial Standard Reports		
Budget Projection		
Budget Projection Formula Report	Verify GL Number/Responsibility Tree	Detail Worksheet Report
Responsibility Manual Assignment	Budget Scenario Report Summary	Budget Justification Report
Budget Responsibility Verify		
Budget Administration		
Budget Organization Chart	Budget Projection Table Report	Budget Projection Report
Unassigned GL Number Reports	Verify Unassigned Items	
Budget Worksheet Reports		
Officer Worksheet Report	Budget Scenario Report Detail	
Fixed Assets Module Reports		
Fixed Assets Disposal	Property Control Worksheet	Fixed Assets Property Report
Fixed Assets Transfer Report	Capitalize New Assets	Depreciation Schedule
Fixed Assets Equipment Report	Fixed Assets Insurance Report	Transfer Fixed Assets from AP
New Capitalized Assets Report		
Purchasing Module Reports		
Blanket PO Summary Report	Blanket PO Purge Register Summary	Blanket PO Register - Summary
Outstanding Pre-Paid Report	Requisition Register	Unauthorized/In Progress PO
Blanket PO Purge Register Detail	Blanket PO Register - Detail	PO Analysis Report
PO Register	Unauthorized/In Progress BPO	Unauthorized/In Progress REQ
General Ledger Module Reports		
General Ledger Administration	General Ledger Pool Verification Detail	General Ledger Pool Verification Summary

Colleague Financial Standard Reports		
GL Trail Balance - Detail	GL Trail Balance - Summary	
General Ledger Budget Reports		
GL Budget to Actuals	Summary Account Availability	Annual on YTD Report
Budget Status Report		
Financial Statement Processor		
Statement Format List	Statement Format Image List	Statement Format Content List
Report Format List	Report Format Content List	
GL Activity		
Actuals	Budgets	Cash Flow Analysis
GL Budget Verification Aids		
Transaction Aids	Summary to Activity	Activity to Summary
Posted to Summary	Summary to Posted	Encumbrances
Post GL Transactions and Summary		

8. Describe your reporting strategy

At every level of your institution, professionals depend on accurate and timely data to solve decision support issues. Ellucian reporting solutions incorporate advanced industry-standard technology that enables you to organize, filter, and present data so it may be interpreted and acted upon.

Ellucian's sophisticated reporting and analytics solutions ensure that everyone across the enterprise is using accurate and consistent data to achieve institutional effectiveness, whether running daily operational reports, performing ad hoc queries, or examining performance trends over time.

Ellucian technology makes it possible to organize data from various departmental functions to create an integrated view of your entire academic and business environment – so users may answer virtually any business question on a moment's notice, plan effectively, and be successful. Ellucian also offers solutions that enable clients to utilize reporting tools to immediately leverage data in an operational data store (ODS) target database. This makes it easy to quickly implement industry-standard reporting solutions, and effortlessly conduct Web-based, self-service ad hoc queries using English-like terms.

Using Ellucian's reporting technology, users have the freedom to create any type of operational, management, or strategic report that meets their needs — either through real-time access or by extracting from data marts and data warehouses.

We realize there is no one-size-fits-all solution and as your advisor, we are prepared to guide you to success. To provide a wide range of choices for clients in addressing their different reporting needs, Ellucian offers multiple reporting tools functioning across the Colleague solution. Colleague's ad hoc, operational, and strategic reporting tools with built-in higher education intelligence directly integrates with Colleague. Building on top of the Microsoft SQL Server foundation, accompanied with Colleague Reporting and Operating Analytics, Francis Marion University would have a cost effective, integrative way to report and analyze data effectively. Ellucian offers a delivered solution for higher education using Business Objects tools integrated and supported by Ellucian.

Choices range from standard Microsoft desktop tools and Business Objects to specific presentation-type reporting tools, such as Synoptix for financial statements. We also provide more sophisticated tools geared toward supporting Process and Institutional Effectiveness. It is also possible to pre-populate a data warehouse with Colleague data mapped to the new file structure, allowing you to answer strategic questions. Data is easier to access and analyze with industry-standard SQL-based tools, including Microsoft Access®, Microsoft Excel®, and Ellucian partner products, such as Business Objects®.

Colleague also includes hundreds of delivered reports. We designed many of these reports to address the needs of state reporting and others are sets of data that were developed by end users who do what you do every day. It is our desire to offer you reporting tools that have been used and tested and as a result, address your day-to-day needs. In the event that these reports cannot address a unique situation, your IT department would be given the tools to develop those reports for you.

Colleague Reporting and Analytics solution

For end users we recommend the Colleague Reporting and Analytics solution. It includes the Business Objects reporting tools, an ODS with pre-built connectors into Colleague and dozens of delivered out-of-the-box reports and dashboards. Business Objects' Crystal Reports and Web Intelligence address the vast majority of user's needs. The ad hoc reporting tool has simple drag-and-drop functionality to build, customize, and modify reports and report templates delivered by Ellucian. Colleague Dashboards answer critical questions important to the institution's management team.

Colleague Reporting and Operating Analytics™ is a powerful business information system with higher education intelligence built right into the solution. It includes three primary components:

- DataOrchestrator ODS™ (Operational Data Store)
- Business Objects™
- Colleague Dashboards

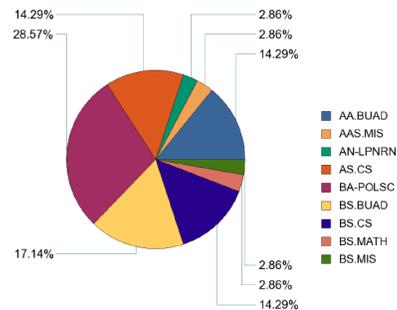
Right out of the box, Colleague Reporting and Operating Analytics gives you performance measurement dashboards that incorporate the Key Performance Indicators (KPIs) used most often by Ellucian's over 800 Colleague clients.

In addition, Ellucian’s reporting solution leverages the integrated Colleague database. Colleague data is accessible through a single reporting view, meaning you may have a 360-degree view of business process results.

Enrollment Forecast for 2010/FA

Plan Course Term	Plan Academic Program	Plan Course Name	Student Count
2010/FA	AA.BUAD	BUAD-106	23
2010/FA	AA.BUAD	BUAD-115	23
2010/FA	AA.BUAD	BUAD-230	92
2010/FA	AA.BUAD	ECON-204	92
2010/FA	AA.BUAD	LAW-200	115
2010/FA	AAS.MIS	COMP-154	23
2010/FA	AAS.MIS	COMP-169	23
2010/FA	AAS.MIS	COMP-215	23
2010/FA	AAS.MIS	ECON-004	23

Enrollment Forecast by Program for 2010/FA



Results of Higher Education Insight: Dashboards allow staff, managers, and executives to view and drill down on key performance indicators to help you answer business questions.

Successful Reporting: Successful reporting begins with a detailed picture of the data across the integrated Colleague suite. With point-and-click reporting, you have the information you need to make decisions.

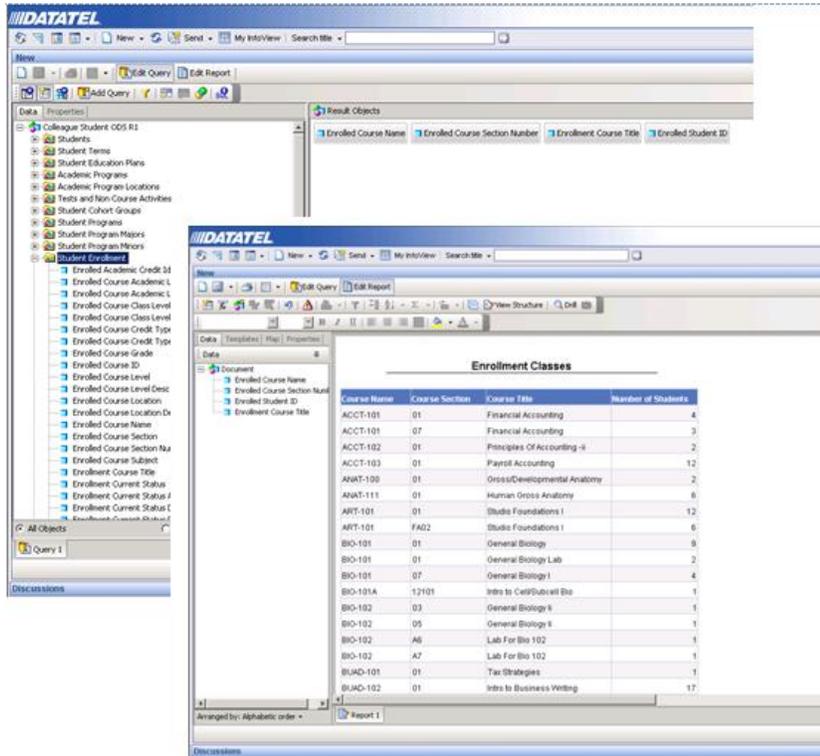
Business Objects Web Intelligence (Webi)

Business Objects Web Intelligence (Webi) is an easy-to-use Graphical User Interface (GUI) that supports drag-and-drop technology. This interface provides an ideal environment for ad hoc reporting and analysis. Because common business terms are used, end users readily understand the data elements. You may graph and arrange reports and data into crosstabs, more commonly known as (Excel) pivot tables. Without relying on the expertise of the IT department, users may incorporate a variety of formatting, calculations, and alert functionality into their reports.

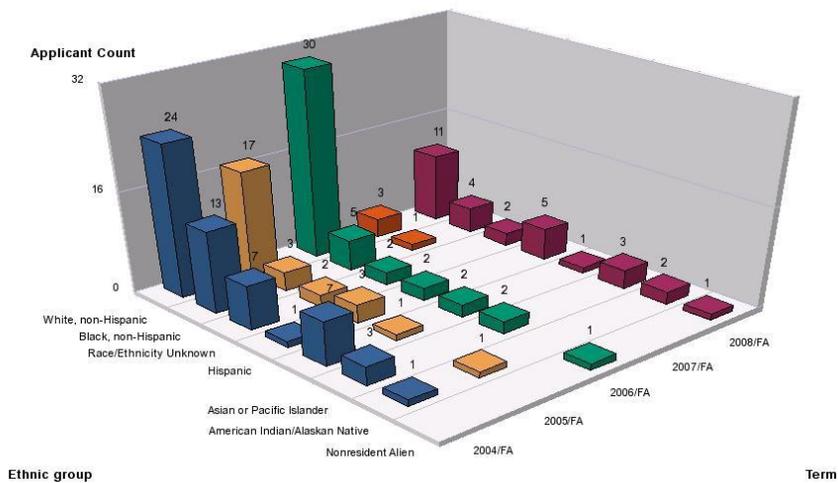
In addition to the intuitive end-user interface, the Colleague Reporting and Operating Analytics solutions is delivered with 55 template reports. These reports may be used "as is" or may be configured to address your specific needs. They are provided as a starting point for building your library of reports and address each functional area with Colleague. Ellucian provides these reports so you may quickly begin to use the solution as you learn about Colleague data. This approach also helps you gain a better understanding of the information being collected in Colleague as you determined what information is essential to your organization.

Here are a few examples of Colleague Reporting and Operating Analytics reports in action:

Drag-and-Drop, Business Terms, No End-User Coding



Powerful Graphing Capabilities With One Click



Comparative Analysis to Validate the Value of Preparatory Courses

Web Intelligence - Preparatory Course Success

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Preparatory Course Success

	2006/2007		2007/2008		
	2006FA MATH-107_01	2007SP MATH-111_01	2007FA MATH-107_01	2008SP MATH-111_01	
Richey, Jason	4.000	4.000	Clyde, John	4.000	3.700
Ferguson, Graham	3.700	4.000	Sollers, Christina	4.000	3.700
Hughes, Chris	3.700	3.700	McHale, John		3.700
Petersen, Mary		3.700	Olhone, Michael	4.000	3.300
John, Jennifer	4.000	3.300	Foxmoor, Jenny	3.700	3.300
Lakritz, Alison	3.300	3.700	Harrington, Erin	3.000	3.700
Lambert, Colin	3.700	3.300	Othagonont, Pranom	3.000	3.700
Mallon, Jim	3.000	3.700	McHugh, Ginna	3.300	3.300
Mountain, Steven	3.300	3.300	Ralph, Jim	3.000	3.300
Collins, James	2.700	3.700	Tucker, Julian		3.000
Smith, Charlotte	3.300	3.000	Johnson, Michaela	2.700	3.000
Lewin, Harry		2.700	North, Patrick		2.700
Northern, Aileen		2.700	Ulsen, Chad		2.300
McCarthy, John		2.000	Mountain, Maura		2.000
Average:	3.470	3.343	Average:	3.411	3.193

Tables | 2006_2007 | 2007_2008

Discussions

Boardroom Quality Formatting for Printing

Co-Curricular Transcript

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Available Objects

- Major Academic Level Des
- Membership End Date
- Membership Start Date
- Minor Academic Level Des
- Most Recent Role Desc
- Org Name
- Org Person ID
- Org Student ID
- Person Address City
- Person Address Line 1
- Person Address State
- Person Address Zip
- Person First Name
- Person Full Name
- Person Last Name
- Person Phone Number
- Person Preferred Address
- Person Preferred Email Ad

Variables

- =Substr(Membership End
- =Substr(Membership Star

Stevenson University

Co-Curricular Transcript for Erin Quigley

The Co-Curricular Transcript is an official Stevenson University document authorized by the Division of Student Services. This transcript validates interest in activities and honors received below while enrolled at Stevenson University.

Student Name	Quigley, Erin
Student ID	0005142
Street Address	7889 Sly Fox Lane
City	Framingham
State	MA
Zip Code	01701
Phone	
Email	erin_quigley@dermo.com
Academic Major	
Academic Minor	



Start Date	End Date	Activity / Recognition	Most Recent Position
2006-05-15		Honor Society	Member
2006-07-28	2008-07-25	Athletic Committee	Member
2007-07-25		Student Ambassadors	Member
2007-11-26		Volleyball	Captain
2008-01-01	2008-05-16	Student Senate	President

Colleague Dashboards

Executives and other senior managers do not have time to wade through pages and pages of data to find the information they need. Colleague Dashboards make it possible for institutional leaders to track key performance indicators (KPIs), to allow that tasks stay on track, and to make adjustments as soon as they are needed.

Strategic reporting involves a combination of several different reporting methodologies. By using dashboards that monitor the progress and measurement of specific initiatives, detailed operational and analytical reporting is rolled up into summary KPIs and metrics.

Plan More Effectively

Having instant insight into the progress of KPIs, managers are better equipped to set goals and align their plans with the resources they need.

Monitor the Progress of Business Initiatives

Understanding what to measure and track as a goal allows fulfillment of your strategies and allows you to make adjustments to plans along the way.

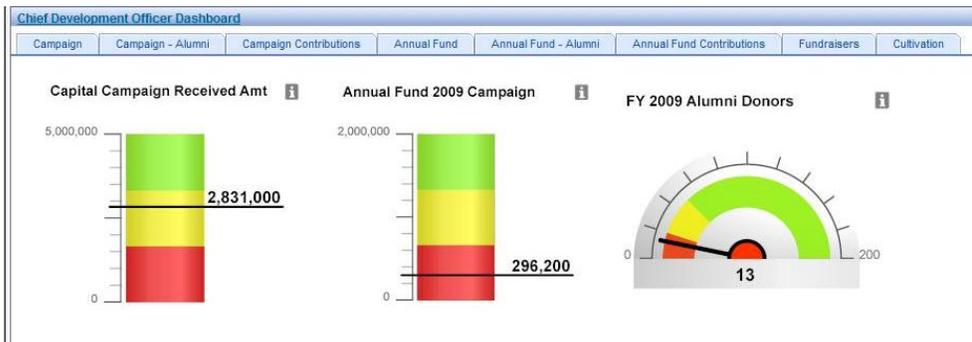
Achieve Focus for Management Activities

Recognizing and prioritizing activities that must be accomplished immediately versus those that may be addressed later, and having the ability to drill down into specific data, allows you to explore an issue or help answer questions at hand.

Measure Performance that Can Be Acted Upon

Matching results to specific strategic plans and initiatives and measuring your results gives you relevant actionable information.

Information Important to You at Your Fingertips



The Colleague Reporting and Operating Analytics solution package is a robust offering that includes the following components:

- Business Objects Enterprise Premium;
- Data Store (ODS);
- 55 template Business Objects Webi reports;
- Data marts for each application area as appropriate; and
- Colleague Dashboards for each licensed application.

Using the Colleague Reporting Solution, you transform data from the transactional Colleague database into an easier-to-understand data structure specifically designed for reporting. This allows less technical users to run reports effortlessly. Our advanced reporting solutions would help your institution perform day-to-day business operations more efficiently.

9. Describe rules for customizing modules without impacting core systems

Colleague Studio can be used to create new functionality or to modify user forms, menu options, database elements, and reports. Some Ellucian clients use Colleague Studio for simple things, such as changing field labels on Colleague forms, while others use it for advanced development projects, such as creating a career counseling application. Either way, the client is assured their alterations are not lost when new releases are installed. Colleague Studio is used by Ellucian's software development team and is recommended for client data management and application modification projects.

Colleague provides basic check-in/out functionality while developing customizations. Colleague has the ability to track custom software while it is checked out, and can report which user has it checked out and from which environment. To protect your customizations, the release system has the ability to inform you before installing Ellucian software updates that impact your custom work whether it is under development or already deployed to production. Colleague also maintains a repository of each revision of Ellucian and custom software, allowing you to compare two revisions of software to see the differences.

Ellucian provides guidelines to consider when making changes to Colleague forms, parameters, and application-specific files and code. It is the client's responsibility to use the Custom Declaration feature of Colleague to track custom creations and changes to delivered software elements. Following Ellucian's guidelines will protect customizations and product support will not be affected.

10. Include a Document Management System

Colleague offers an integrated electronic document management system for higher education through our partnership with Perceptive Software, Inc., a Lexmark Company. Perceptive Software creates enterprise content management (ECM) software products that integrate easily with your business applications to fuel operational efficiency. This interface is available directly from Perceptive and they provide support for the interface.

With Perceptive Software technology, including Intelligent Capture document management, document imaging and workflow, you may capture, process and collaborate on important documents and content, protect data integrity throughout its lifecycle and access precise content in the context of your everyday business processes.

Intelligent Capture gives you single-click access to any unstructured data in your organization—electronic documents, scanned images, e-mails, faxes, and more - directly from your ERP software. You have the ability to use Intelligent Capture to capture documents, link them to and retrieve them from your business software, distribute them via print, e-mail, or fax, and automate your review and approval processes via Intelligent Capture Workflow.

11. Include TouchNet Payment System

Colleague and the selected e-commerce solution, TouchNet, work in harmony to process credit card transactions and return the appropriate authorization or decline message. Colleague provides the ability to accept and receipt payments by EFT, ACH, e-Check, and credit card.

Please see our Business Proposal for information on this software.

12. Include disaster recovery using Cloud strategy

Ellucian is proposing an on-premises solution in response to this RFP. Off-site disaster recovery is provided in a hosted deployment of Colleague and we would be happy to discuss that solution at a later date.

Recovering from losing an entire system is a part of a disaster recovery plan. Additionally, some customers choose to separate completely their production and development environments as a way to ensure that the production environment remains stable. This machine would be located in a different location than your production server. Other clients have a partnership with a nearby business that has similar hardware. When a disaster occurs, the institution would then restore Colleague from offsite tape onto the partner's hardware. There are other options available through a hardware vendor that accommodates an entire system failure with multiple systems and a shared disk environment.

Our solution includes two levels of software recovery capabilities: transaction commit and transaction logging. Both processes are independent of operating systems and database management systems. This capability mitigates the possibility of incomplete system updates during computer and disk failures, and supports more comprehensive recovery procedures.

We are prepared to support our clients in the event of a disaster with emergency support personnel to assist in recovery efforts. Hurricane Katrina, for example, affected several Ellucian clients. We responded by utilizing our technical support staff called the Solution Center to coordinate affected clients with non-affected clients. This network provided affected clients with places to host data and emergency backup files as well as providing immediate shelter and/or classroom space for affected clients. Ellucian, in partnership with all clients has acted as a centralized repository of information for several natural disasters.

Ellucian technical consulting can also provide consulting to help your institution develop meaningful disaster recovery plans. This is an optional service at an additional cost.

This is optionally proposed at this time. We have included an overview in Section 2, Exhibit A.

13. Omnilert's e2Campus integration with cell phone and carriers

Colleague is not currently integrated with the Omnilert e2Campus solution.

Francis Marion University will be able to utilize the Ellucian Integration Hub and leverage the Higher Education Data Model to integrate with any interface that supports the Higher Education Data Model. Additionally, Francis Marion University can use an ESB or IPaaS of their choice to help build adapters from the Higher Education Data Model to the interface of their choice. In order to build anything not covered by the Higher Education Data Model, Francis Marion University can use Colleague Studio and the Colleague SDK for .NET to build interfaces that can create/read/update/delete in Colleague along with executing any business logic in Colleague. Additionally, Francis Marion University may also use the Electronic File Utility (ELF) to create mappings to be used for general import/export of files to/from other systems as appropriate.

SECTION 3

Detailed Explanation of Proposed Solution

3.1 Management

3.1.1 Implementation schedule

- 3.1.1.1 from contract formation to installation and acceptance
- 3.1.1.2 installation, testing, and pilot, as appropriate
- 3.1.1.3 detailed staffing deployment schedule
- 3.1.1.4 milestones and deliverables

Implementation services shall be broken down in a similar manner as described above in the Functionality/Technical section. Proposed solutions shall provide enough detail to be effectively evaluated. Provide a firm implementation plan that includes realistic time line, milestones, and project deliverables addressing each specific segment of the overall ERP solution. The specific segment implementation plan is critical to the overall success of this project. To accomplish this goal, the University is seeking an all-encompassing Implementation Plan including project management.

Included within the proposed implementation plan shall also be your workflow requirements. In addition provide the workflow patterns for each segment of the entire ERP solutions.

Colleague Sample High Level Implementation Timeline

We have provided a high-level preliminary implementation timeline with milestones based on a 24-month implementation period. The timeline is an estimate based on our current understanding, and the foundation from which the final schedule would be developed. If Ellucian is selected as your solutions provider, our professional services staff would meet with you to create a more refined timeline taking into account the factors affecting the implementation. The dates chosen assume an August 2016 contract signing. Should the actual contract date be different, the timeline would be different.

The timeline is dependent upon availability of key staff from the University to attend training/consulting sessions, provide responsive feedback as needed, and address deadlines for project work as instructed by the Ellucian consultant and Francis Marion University Project Leader.

Once the contract is signed, the Ellucian Project Manager will work with the Francis Marion University Project Leadership to finalize the high level timeline. The Ellucian Project Manager would then begin creating the detailed project plan for Francis Marion University.

Implementation Timeline by Phase

Sample August Contract Sign	2016					2017												2018											
	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A				
Contract Signing and Turnover																													
Ellucian Project Manager Services																													
Discoveries and Project Planning																													
Project Plan																													
Hardware and Software Installations																													
Portal/Intelligent Learning Platform																													
Reporting and Operating Analytics																													
Mobile																													
FINANCIAL SYSTEM																													
General Ledger																													
Purchasing/Accounts Payable																													
Projects Accounting																													
Synoptix Financial Statements																													
Budget Management																													
Fixed Assets																													
STUDENT SYSTEM																													
Core																													
Admissions																													
Curriculum & Faculty Information																													
Financial Aid																													
Academic Records/Registration																													
Student Planning/Degree Audit																													
Accounts Receivable/Cash Receipts																													
Residence Life																													
Campus Orgs																													
Instant Enrollment																													
Retention Alert																													
HUMAN RESOURCE SYSTEM																													
Human Resources																													
Payroll																													
Web Time Entry																													
Benefit Enrollment																													

Project Phases	
Define / Design	
Configuration	
Test	
Deployment	

The implementation workflow aligns with Ellucian's methodology and is designed to cutover to Colleague from the legacy systems with minimal disruption to your daily work activities and system processing, and to reduce risk to the overall project. The Project Manager develops a project plan with mutually agreed-upon cutover periods for all modules. Our approach is designed so that when each Francis Marion University team goes live with the software for their respective area, the future processing is done in the Colleague environment. Live simulations will be scheduled for each of the main areas where the teams and wider community will simulate live operations with the new configuration, setup, and processes. Because different modules go live at different times along natural business cycles, we guide your teams on the cutover strategy to reduce dual entry and multiple interfaces between the legacy and Colleague systems.

Our best practices for the workflow for implementation include:

- Staff Portal: Phased by business area's live dates;
- Student Portal (web parts, calendar, email, etc.): Start of Academic Term;
- Mobile: Start of the Academic Term;
- Finance: General Ledger prior to the identified Academic Term in support of the Student Solution build requirements other modules along business cycles; Purchasing and Payables at the beginning of the fiscal year;
- Human Resources and Payroll: Start of the calendar year;
- Admissions: Prospect and Application Entry with Recruiter to support target Summer/Fall term;
- Financial Aid: Awarding and Packaging at the start of the Calendar Year to support target Summer/Fall term;
- Curriculum: Course Offering Schedule Entry in preparation for Pre-Registration period;
- Registration and Advising: Through the Portal: Pre-Registration period;
- Student Planning/Degree Audit: Start of the target Academic Year;
- Student Accounts/Billing: Pre-Registration period;
- Campus Organizations: Start of the target Academic Year;
- Retention Alert: Start of the Academic Year;

Timeline Assumptions:

The presented timeline is for illustration purposes. The dates chosen assume an August 2016 contract signing and September 2016 Project Launch. Should the actual contract date be different, the timeline would otherwise be different. A mutually agreed upon and acceptable timeline and start date will be determined after further discussions with Francis Marion University Leadership. The timeline is dependent upon availability of key staff from the University to attend training/consulting sessions, provide responsive feedback as needed, and meeting deadlines for project work as instructed by the Ellucian consultant and Francis Marion University Project Leader.

Ellucian has a phased approach for going live during implementation. Each module area will go live according to a cutover in operations that best suits a seamless transition. For Finance, the ideal cutover is on the fiscal year. Live date considerations will be an important first step in planning between Ellucian and the University.

All business areas will go live using Colleague through the Colleague Portal (including student online registration).

Project Deliverables

Project Deliverables and Reports

The services proposed require Ellucian and Francis Marion to develop agreed upon written documents and plans as defined in the table below. In each such instance, once Ellucian and Francis Marion have agreed upon the form and content of the written document/plan in question, each will approve the document/plan in writing prior to undertaking their respective performance obligations under the document/plan in question. Once the document/plan in question has been agreed upon by Ellucian and Francis Marion in writing, any changes to the document/plan will require written approval of both parties. Neither party will unreasonably withhold or delay any action required under this provision, each will work together in good faith to attempt to resolve any disagreements in this regard.

Phase	Document Name	Purpose / Content Description	Created By Responsible Party
PROJECT MANAGEMENT			
Initiation	Project Charter	The project charter outlines project objectives, cost, risks, timeline, constraints, stakeholders and assumptions.	Ellucian Project Manager in conjunction with Francis Marion Project Manager
Initiation	Project Scope Statement	The scope statement provides the details of the work required for a successful completion of the project. It will include items that are in scope and reference items not in scope.	Ellucian Project Manager in conjunction with Francis Marion Project Manager
Initiation	Project Governance Structure	Outlines project decision making hierarchy.	Ellucian Project Manager in conjunction with Francis Marion Project Manager
Initiation	Project Repository	The repository or Francis Marion Care Site is a SharePoint site for all project work products. Ellucian and Client will store work products on this site.	Ellucian Project Manager
Initiation and Planning	Project Plan	The initial project plan outlines tasks and details required for the successful completion of the project. It includes Ellucian tasks and Francis Marion tasks. It is refined during the planning stage.	Ellucian Project Manager
Initiation and Planning	Resource Schedule	The Ellucian resource schedule	Ellucian Project Manager
Planning	Project Management Plan Template	The project management plan provides an overall framework of how the project will be defined,	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for

Phase	Document Name	Purpose / Content Description	Created By Responsible Party
		organized, and managed. It includes the Project Approach, Organization Chart, Project Contacts, Project Calendar, Roles and Responsibilities for Clients and Ellucian, and the following plans: Communication, Quality, Change Management, Issue Management, and Procurement.	tailoring the Template for project needs.
Planning	Communication Plan Template	The project communication plan documents who, how, and when the key activities and status of a project will be communicated to all project team members and defined stakeholders.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Planning	Quality Plan Template	The project quality plan template defines quality assurance practices and test procedures.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Planning	Change Management Plan Template	The Change Management Plan template outlines the process for identifying and managing changes.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Monitor and Control	Change Control Log Template	Change Control Log Template is the tool used to track project changes.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs. r
Planning	Change Request Template	Change Request template is used to document requested changes to project scope due to changes in scope, schedule, or budget.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Planning	Issue and Risk Management and Response Plan Templates	Templates are used to accept, avoid, transfer or mitigate negative risks. Also used to assess actual or expected impact of risks occurring.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Monitor and Control	Issue and Risk Log Template	The Issue and Risk Log Template is used to record all project issues, risks actions, and resolutions.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Monitor and Control	Project Financial Status Baseline and Financial Report / Contract Reconciliation	Financial status baseline provides the initial budget and is used as the basis to report on the state of the budget and to reconcile contracted amounts with	Ellucian Project Manager

Phase	Document Name	Purpose / Content Description	Created By Responsible Party
		amounts invoiced, planned or remaining.	
Monitor and Control	Monthly Executive Status Report	Executive view of the Project Status Report reflects: Overall Project Status/Dashboard, Key Go-Live Milestones and Budget Status.	Ellucian Project Manager
All Phases	Quality Reviews	Periodic implementation surveys are conducted and reported by Ellucian to monitor the health of the project and the overall satisfaction with the delivery.	Ellucian Project Manager
All Phases	Lessons Learned Documents	Document used to capture lessons learned related to the project. This document is shared with the Francis Marion and entered into Ellucian's lessons learned repository	Ellucian Project Manager
SOLUTION DELIVERY			
Define	Project Schedule	Template includes Ellucian and customer-side tasks – customer owns and maintains project-specific schedule based on their necessary activities.	Ellucian
Define	Implementation Guide (or Agenda)	The Implementation Guide provides an overview of key engagement activities, descriptions, objectives, and recommended participants for each engagement that will take place throughout the implementation of the solution at Francis Marion	Ellucian
Design	Decision Workbook Template	Provides a central location to document and track information regarding tables, rules, data sources, crosswalks, data loading, security matrices, requirements traceability, and consultant reviews.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Design	Template Task Log	Lists each of the identified key processes all of the action items and initiatives that will need to be addressed	Ellucian Consultant
All Phases	Engagement Report	Provides an overview of the engagement: track accomplishments, recommendations, concerns, issues action items, and assignments.	Ellucian

Phase	Document Name	Purpose / Content Description	Created By Responsible Party
Solution Delivery	Test Plan Templates	Test plan templates for system testing includes testing requirements, strategies, required resources, and suggested scenarios.	Ellucian Consultants will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Educate	Training Workbook	Ellucian provided training is typically accompanied by an Ellucian provided Training Workbook or outline, outlining hands-on training exercises, and information in regards to the training.	Ellucian
Educate	Supplemental Materials	Supplemental materials may include such items as Job Aids; e.g. go-live checklists, processing aids, diagrams.	Ellucian Project Manager will deliver the Template. Francis Marion will be responsible for tailoring the Template for project needs.
Test, Deploy	User Acceptance Sign Off Document	Deliverables that meet the acceptance criteria are formally signed off and approved. Formal acceptance may be verbal, email or a sign-off document. Acceptance acknowledgement will be managed by the Ellucian project manager and used in the phase or project close out.	Ellucian

Other Implementation Considerations Discussed

In this section, discuss other implementation considerations not covered in other sections of this document (optional).

3.1.2 Project management practices, policies, and certifications

Our goal keeping the project on track can only be accomplished through finely tuned communication channels and attention to detail. We employ all standard tools for ensuring your success. Among those tools are Task lists with finite deadlines, Critical Path measures in the form of Pert and Gantt charts, Change order processing, timely reports directed towards the executive management level, the use of Issues and Risk logs, formal contingency planning, and comprehensive test and rollout plans reinforced by simulations in all critical areas.

In addition, the Ellucian Project Manager is responsible for maintaining a project reconciliation document to be used to track the financial status of the project. The reconciliation tool includes invoiced, scheduled, and proposed services with direct alignment to the line items in the contract. The tool is used to report internally to Ellucian management as well as to share with the Project Lead at Francis Marion University for periodic review.

Our initial planning process balances our extensive knowledge of institutions of higher education against the specific needs of a potential client. By factoring in experience, regional differences, staffing anomalies, and the current state of the economy, we build a very precise model that helps ensure accuracy for budgeting purposes.

The single variable we cannot always control is scope creep caused by shifting priorities at your institution. We allow for some scope shift by building into the initial fiscal plan some level of contingency to accommodate the institution's ever changing world. We also build travel cost estimates that rely on our extensive knowledge of travel across the United States. Travel requirements are predictable since our methods are often repeated and practiced at many client locations in the state.

From this extensive research effort, we build a project plan that dictates the level of services and travel that will be bid to satisfy the institution's requirements as we understand them. This whole effort yields a budget that is real, appropriate, and very accurate. Our consultants are then charged with staying within the guidelines we have set during the sales cycle and they guard against the inevitable scope creep problem that will more quickly yield a missed budget than any other factor.

To properly guide the project, we establish a core team to support the effort that is tasked with the responsibility of guiding the Francis Marion University's implementation project in alignment with institutional goals and objectives, continually monitoring efforts, activities, and issues; maintaining documentation and direction; and providing ongoing expertise and input to project team leaders and stakeholders. Our core team for Francis Marion University includes a designated project manager for the engagement and variety of subject-matter experts, consultants with specific expertise that maps to the needs and direction of Francis Marion University's implementation project.

As we collaborate with your team to create, develop, and make decisions regarding your implementation, our experienced consultants work with the teams to help take your implementation to the next level. Francis Marion University can be secure in knowing you are deploying your solutions with experts by your side.

Francis Marion University's implementation project requires a solid team approach with strong commitment to the project. Ellucian recommends the establishment of an Executive Steering Committee to provide focus and oversight to the project while building Francis Marion University's executive relationship with our company. In addition, Ellucian will require a named Project Leader on behalf of Francis Marion University to work closely with the Ellucian Project Manager. Keeping the project on track will require Francis Marion University to uphold its project deliverables, including participation in training and consulting, follow through on decision making, testing, and Colleague build activities.

The Professional Services Organization has created a Project Management Office to define and maintain the methodology, standards, and governance processes by which PSO will deliver

projects and programs to our clients. The PMO is the source of documentation, guidance, and metrics on the practice of project and program management and execution. This includes the identification and implementation of best practices that will facilitate the communication of project/program information and will introduce economies of repetition into the project and program delivery process. Should Ellucian become the selected vendor, more information related to the PMO and our internal processes use to govern all Ellucian projects will be available to Francis Marion University.

The University and Contractor Roles and Responsibilities

Identify/discuss critical roles to be provided by both the Contractor and the University that delineate critical areas of responsibility tied to the overall success of this project. Please create a suggested project team organization (“Org” charts) with descriptions of the roles represented. Example: where roles are Contractor filled, or the University filled or where Contractor starts in role and the University ends up in that role. Talk about expected transition times.

Ellucian’s recommendations for a project structure are grounded in the following objectives for our customers:

- To create a functional and technical staffing structure to support the Colleague system solution;
- To create an open architecture environment to allow for expanded functionality and scalability;
- To provide a robust network infrastructure that supports efficient use of the ERP’s features and functions;
- To foster an adaptable ERP environment that includes access, mobility, security, real-time information, personalization, and portability; and
- To adhere to strict guidelines for implementing off-the-shelf software by utilizing best practices and limiting software modifications.

The following roles are those that would be necessary both during and after the implementation. Specific activities would shift from implementation configuration and data migration toward support and maintenance, in most cases. However, a few of the Colleague-specific jobs listed below would not evolve as dramatically as others. The functions listed below are the most critical to the organization and Ellucian recommends more than one person should be trained to fill each of these roles. Some universities face limited IT staff and combine the roles listed below. Ellucian would work with Francis Marion University to help determine the optimal staffing structure.

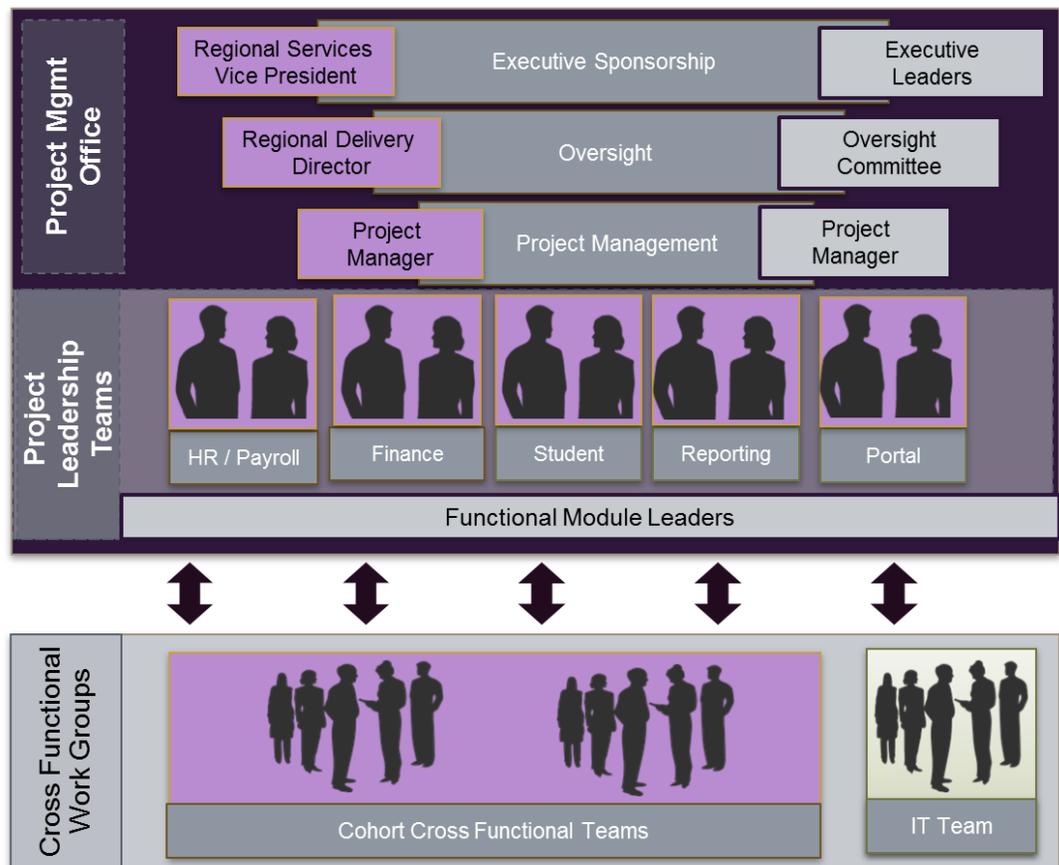
A technical training plan would be put into place for Francis Marion University’s IT staffs to build the skills and confidence to oversee and manage operations, both during implementation and on an ongoing basis.

Project Structure

The recommended project structure has three components with participation and parallel roles by Ellucian and Francis Marion University:

- Project Management: Each organization has an executive sponsor, oversight, and a project manager.
- Project Leadership Teams: This is typically broken out by solution area.
- Cross Functional Workgroups: These are groups with overlapping processes designed to encourage cross functional communication.

Our implementation is focused on knowledge transfer and it occurs throughout the project. Throughout the course of the implementation we are working side by side with your staff to ready them for deployment and to prepare them for long term support of their solution



The University Roles and Responsibilities

In support of Ellucian’s implementation philosophy and methodology, the institution team members have the following key roles and responsibilities in the success of the implementation. We have provided information on the key roles and responsibilities and the percentage of time we anticipate the institution’s project team will need to dedicate to the implementation.

Executive Sponsor

The institution's executive sponsor has contractual authority for any and all issues related to the project and provides the ultimate decision-making responsibility should issues escalate to that level. The executive sponsor also holds the combined team accountable for all contract deliverables. The executive sponsor should expect to dedicate approximately 15% of his or her time to the project.

University Steering Committee

Ellucian provides a governance plan encompassing the Colleague project, which includes recommendations on structure and responsibility of the institution steering committee, including committee charter, frequency of meetings, types of communication expected from the committee, and escalation procedures, among other recommendations.

The institution's steering committee is responsible for guiding the overall implementation from an enterprise perspective, including contract compliance, budget, policy, organization resources, and process or system changes that may affect multiple areas. The steering committee is generally composed of senior institution executives and is responsible for establishing policy for business operations regarding these implementation activities. The steering committee also makes sure that decisions affecting the implementation of the software will be made in a rapid and efficient manner, as delays can impact the implementation timeline. The members of the steering committee should expect to dedicate approximately 15% of their time at the start of the engagement.

Project Manager

The institution should assign a full-time project manager responsible for coordinating the institution resources and activities according to the Project Work Breakdown Structure (WBS) provided by Ellucian. The institution project manager works in close collaboration with the Ellucian project manager to make sure the project stays on track from all aspects of the delivery.

Process Teams

The institution's process teams' overall responsibility is to achieve the implementation of the systems licensed by the institution. The process teams continuously evaluate new processes in support of more efficient practices. The process teams help to foster decision-making and consensus among and between supporting work groups to realize congruency within the component applications, and work to develop documentation that supports the needs of each group. Ellucian business process consultants and functional consultants work with process team members to help foster timely completion of activities and tasks related to implementation.

Ellucian consultants serve as part of the process teams to support the institution team leader in tasks such as directing the completion of critical tasks, table definitions, and process redesign. The process teams work closely with the new systems and the consultants to gain a thorough understanding of the capabilities of the systems. More specifically, the process teams:

- Provide detailed knowledge of the required processes in each affected area;
- Participate in the implementation of the Baseline Component Systems;

- Create work teams as needed to focus on specific topics;
- Develop tasks and assign responsibilities to the work teams;
- Review issues and make recommendations to the steering committee;
- Maintain communication among team members and the rest of the user community;
- Identify modification requirements and support modification efforts;
- Address major tasks (e.g., database definitions, procedures, end-user training, interfaces, security, conversion/testing, reports);
- Attend the system education provided by Ellucian; and
- Provide status reports to the steering committee.

Recommended qualifications for process team members are:

- Detailed knowledge of their application area;
- Ability to work in a team and interact regularly to accomplish specific tasks;
- Commitment to and involvement in clear, shared goals;
- Ability to freely express ideas and participate in discussions and decisions without fear of negative consequences;
- Ability to value and listen to other members of the team;
- Openness to volunteering when leadership needs arise; and
- Ability to lend support to final decisions.

Process team members for the Colleague Component Systems will need to allocate approximately 20% to 50% of their time to the system implementation. There will be focused periods of time during the business process reviews, user testing, and rollout of the solutions that will require more than 50% of staff time. Based on our experience, we believe the University in general should estimate a factor of three hours for each hour of Ellucian consultants' effort; however, this is subject to variances such as knowledge level, dedication, and alignment with the schedule agreed upon during the project planning and organization activities. Each of the process teams will be engaged in the project during targeted times according to the project schedule. We do not anticipate the need for any backfill on the part the University. However, the success of the project will be a reflection of the University's staff involvement, commitment to meeting deadlines, providing feedback as requested by Ellucian and other project teams, and participation in final testing of new functionality.

Technical Team

Knowledgeable technical resources at must support the implementation. The manager of information systems should serve at the oversight/steering committee level for technical deployment of the Ellucian Baseline Component Systems, delivered or modified, across your offices. He or she is responsible for assigning technical support at each stage of the implementation and development. Knowledge of SQL and its capabilities and support requirements is required. This individual should also have a generalized understanding of the system processing requirements. When feasible, the MIS manager assigns a technical support person to each process team to support the technical needs of the implementation. Technical needs include executing programs, providing data structures during conversion, and running conversion programs for the data migration requirements.

Specifically:

Technical Support for Each Process – One or more technical staff provide direct support for the Ellucian Baseline Component Systems being implemented and should have a working knowledge of the business processes he or she will support. The number of people varies according to their knowledge of the processes in use at the institution. Ideally, the technical support team should be versed in enterprise-wide information processing to rapidly serve the needs of a variety of functional areas. They must understand the SQL relational database and have an in-depth knowledge of how the system will be deployed. After implementation is complete, the technical support team will have the responsibility to assist in serving reporting, security, and data access needs. Although reporting will be owned by end users, the technical support personnel often are required to provide assistance. During the implementation, we anticipate this will require approximately 50% to 75% of dedicated time, with variations based on the project timeline.

Integration Lead – This individual is responsible for working closely with the steering team to prioritize, review, and provide input to the desired integrations as part of the implementation. He or she will be the point of contact for all integration and synchronization related activities.

Database Administrator – This individual is responsible for managing the SQL database (for Colleague) on an ongoing basis. He or she is responsible for proper execution of the system and maintaining data integrity between the components. The database administrator assists in writing technical procedures and executes procedures in the daily operation of the system.

Identity Management Lead – The identity management lead will be the point of contact for all identity management infrastructure related activities.

System Administrator – The system administrator upgrades SQL systems as required; upgrades and maintains the operating system; installs Colleague releases; and provides system back-ups, restores, and related system maintenance. This includes system tuning, storage management, and user account management. In addition there are production control activities with regards to job scheduling, setup, and background process reporting.

Business Intelligence Lead – This individual is responsible for working closely with the Ellucian business intelligence consultants to prioritize, review, and provide input to the desired report development as part of the implementation. He or she will be the point of contact for all integration and synchronization related activities and will participate in a leadership role in the reporting training and consulting activities.

Ellucian's Roles and Responsibilities

Our project organization chart represents two levels of governance for a project:

- Project Leadership comprised of the Executive Sponsorship, Oversight and Project Management; and
- Business Area Leadership comprised of the Teams Leadership.

Our governance structure is designed to support the management of your project as a cohesive whole. We provide a consistent team and management model that sees the project through, from inception to delivery, focused together on working toward your vision and keeping your project on track.

The roles that Ellucian is proposing include:

Executive Sponsor: Our Regional Vice President for delivery for South Carolina, Tommy Guercio, will monitor the progress of the project, conduct quarterly review meetings, and help resolve major issues. Jay Harrison is a member of Ellucian's executive team and reports directly to the CEO.

Oversight - Regional Delivery Director: Ellucian will provide a Regional Delivery Director that will oversee all projects within his/her span of control. Nancy Hughes, the Regional Delivery Director for South Carolina will be a key stakeholder in this project and will conduct periodic Project Reviews that are internal to Ellucian. These Project Reviews will include the Ellucian Project Manager and Ellucian Regional Vice President and are designed to keep Ellucian stakeholders aware of the progress and informed of any risks that have been identified.

Project Manager: A quarter-time Project Manager will be assigned to this project and will work hand-in-hand with the Francis Marion University Project Manager and the Ellucian Functional Lead Consultants. The Ellucian Project Manager will oversee the team and assignments, making sure that we have the right people doing the right jobs at the right time and that we are aligning results with expectations at every stage of the implementation. The Ellucian Project Manager is a member of 50 plus Project Management Team. The assigned Project Manager has access to the collective knowledge of their entire team or professionals. The Ellucian Project Manager oversees the implementation team and consultant assignments, validating that we have the right people doing the right jobs at the right time and checking that results are aligned with expectations at every stage of the implementation.

Project Leadership Team: Functional Consultants for each of the major solution components (Finance, Human Resources and Payroll, Student, Financial Aid, Portal, Data Migrations and Reporting) will be assigned to this project. Our teaming model positions these consultants as part of your Project Teams, working side by side throughout the implementation so as to engage your stakeholders in every aspect of the implementation. Our team works collectively, sharing information across business areas so that decisions are made and with the holistic view of the future state solution.

3.1.3 Application development methodologies

Ellucian utilizes the Agile Lifecycle Management methodology as an alternative to traditional project management, typically used in software development. It helps teams respond to unpredictability through incremental, iterative work cadences, known as sprints.

Agile development methodology provides opportunities to assess the direction of a project throughout the development lifecycle. This is achieved through regular cadences of work, known as sprints or iterations, at the end of which teams must present a potentially shippable product increment. By focusing on the repetition of abbreviated work cycles as well as the functional product they yield, agile methodology is described as “iterative” and “incremental.” In waterfall, development teams only have one chance to get each aspect of a project right. In an agile paradigm, every aspect of development — requirements, design, etc. — is continually revisited throughout the lifecycle. When a team stops and re-evaluates the direction of a project every two weeks, there’s always time to steer it in another direction.

The results of this “inspect-and-adapt” approach to development greatly reduce both development costs and time to market. Because teams can develop software at the same time they’re gathering requirements, the phenomenon known as “analysis paralysis” is less likely to impede a team from making progress. And because a team’s work cycle is limited to two weeks, it gives stakeholders recurring opportunities to calibrate releases for success in the real world. Agile development methodology helps companies build the right product. Instead of committing to market a piece of software that hasn’t even been written yet, agile empowers teams to continuously replan their release to optimize its value throughout development, allowing them to be as competitive as possible in the marketplace. Development using an agile methodology preserves a product’s critical market relevance and ensures a team’s work doesn’t wind up on a shelf, never released.

3.1.4 Subcontracting, outsourcing

Third Party Products or Service Offerings

Discuss planned use of any third (3rd) party providers. Identify all key representatives of any third (3rd) party business partners identified in your proposal. Note: Francis University will be contracting with the successful contractor and that any partner key third (3rd) party solutions executed via this agreement will be binding on the primary contractor. Any proposed third (3rd) party licensing agreements involved with any third (3rd) party solutions shall be provided with your RFP response.

Ellucian Professional Services, not third party vendors, provide the majority of the implementation and support services for Colleague. Ellucian works with our Strategic partners, CompuSoft Development and TouchNet Information Systems, Inc. on the

implementation of their solutions. Our Ellucian project manager is accountable for the quality and the timeliness of the delivery of services.

3.1.5 Escalation policies, practices, and contacts

The cornerstone of our partnership with our customers is our advanced development, maintenance, and support program called the Ellucian Maintenance Advantage Program. Maintenance Advantage not only provides you with ongoing support and enhancements, but also facilitates your continuing involvement with the ongoing development of your software.

Please see Section 3, Exhibit B for a detailed overview of User Support.

Offerors should also outline other modules that share their central DBMS (Data base management system) not outlined in this RFP, but could enhance Offerors position to which the University may implement at a later date.

Ellucian would be delighted to speak with Francis Marion University concerning other Colleague products that may enhance your suite of solutions. Please see our business proposal for optional products presented in direct response to this RFP. Also please see the website below for a menu of additional Colleague products that may be of interest to your institutions:

<http://www.ellucian.com/Software/#software-a-z>

3.2 Technical

As appropriate, provide an explanation and/or information about the following, in detail:

3.2.1 Functional capabilities of the proposed solution, including all performance capabilities, specifications and response times.

Ellucian closely monitors system performance as each new hardware platform has been benchmarked by Ellucian using Colleague software, a representative database, and workstations running a typical mix of higher education functions. The proposed system that Ellucian recommends will support the number of concurrent users to meet your institution's needs. Based on our knowledge level of your setup we would be happy to engage in additional discussions to ensure acceptable transaction processing performance.

Colleague has been designed to minimize network bandwidth requirements. Through the use of caching and intelligent data exchange, Colleague exhibits network utilizations that are less than legacy character applications. A conversation with an existing client running a similar network may be the best way of benchmarking your environment. Ellucian would be happy to connect you with a similar site for comparison.

Ellucian has designed a number of features into Colleague, which ensure excellent performance across the entire product suite on all platforms:

- **Compiled Code**—All code is compiled, not interpreted, so performance is optimized
- **Database Design**—Efficient table designs minimize redundant data
- **Indexes**—Extensive indexes are used throughout Colleague. These may be tailored to meet unique user requirements.
- **Thin Client Interfaces**—Ensures that network traffic requirements are limited
- **Parameters**—Many system parameters may be easily adjusted to optimize performance

Ellucian is confident that excellent performance will be achieved if the recommended configuration guidelines are followed but cannot guarantee the specified requirements. Factors such as the network's performance will have a major impact on overall response time but cannot be predicted with the current information. Again, this investment will be protected because the proposed system should be large enough to support substantial growth capacity.

Apache JMeter may be used to test performance both on static and dynamic resources (files, Servlets, Perl scripts, Java Objects, Data Bases and Queries, FTP Servers and more). It can be used to simulate a heavy load on a server, network or object to test its strength or to analyze overall performance under different load types. You can use it to make a graphical analysis of performance or to test your server/script/object behavior under heavy concurrent load. Ellucian currently provides JMeter testing scripts to assist our clients.

3.2.2 Technical information about proposed solution, including technical specifications of any proposed equipment or services.

Please see Exhibit B to this section for helpful overview of the hardware guidelines for an on-premises deployment of Colleague.

3.2.3 Software, if any, including manufacturer, functional capabilities, warranties, support levels, and documentation (any applicable license agreements and documents reflecting offeror's authority to include such software).

Ellucian has included a Sample Contract as Exhibit A to this Section

3.2.4 Services included in the proposal and otherwise available

Implementation services included that support the features matrix are outlined below:

Ellucian Colleague (CORE) System:

Colleague (CORE) Training and Consulting

Ellucian Professional Services will provide a review on various aspects of the Core Module as it relates to the Colleague System. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

Colleague navigation and CORE processes, including:

- Parameters forms
- Name management
- Address management
- Relationship management
- Deceasing
- Campus calendar
- Institutional hierarchy
- Facilities profile
- Managing staff records

Communications Management Training and Consulting

Ellucian Professional Services will provide a review on various aspects of the Communications Management Module as it relates to the Colleague System. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Develop communication flows outlining incoming and outgoing communication to a specific audience.
- Create documents in Colleague and the associated templates in Microsoft Word.
- Define and set up correspondence tracks (series of outgoing communications).
- Build communication codes to track incoming information and initiate other actions.
- Create correspondence request definitions to monitor a file to completion.
- Record incoming items.
- Process and merge outgoing information.

Colleague Finance System:

General Ledger Training and Consulting

Ellucian Professional Services will provide training and consulting on various aspects of the Colleague General Ledger module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Create institution-defined chart of account structures.
- Rollover and close the fiscal year-end.
- Assign a security status for each account.

Purchasing and Accounts Payable

Ellucian Professional Services will provide services on the relevant aspects of the Colleague Purchasing and Accounts Payable modules and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Maintain and track requisitions and purchase orders by assigned number, by vendor, and status.

- Perform approvals at requisition, Purchase Orders/Blanket Purchase Orders, and or voucher level.
- Creating/tracking pre-paid Purchase Orders.
- Receive goods and services.
- Maintain and track blanket purchase orders.
- Report on encumbered funds.
- Enter and maintain vouchers that can be tracked by invoice number, voucher number, and status.
- Print, void and reconcile checks.
- Utilize self-service for purchasing.

Budget Management

Ellucian Professional Services will provide services on the relevant aspects of the Colleague Budget Management module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Create multiple versions of a budget.
- Perform budget projections and “what-if” scenarios for modeling.
- Define restrictions for each budget officer to his or her area of responsibility.
- Generate user-defined reports on budgets, expenditures, and adjusted budgets for an unlimited number of previous years.

Fixed Assets

Ellucian Professional Services will provide services on the relevant aspects of the Colleague Fixed Assets module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Maintain information on specific asset restrictions, including donor information and asset disposal.
- Designate which assets are to be capitalized and create asset records from vouchers.
- Allow entry of renewal information about the asset, including insurance policy information and service and warranty contracts.
- Maintain comprehensive asset value information received from accounts payable.
- Depreciate assets.
- Update applicable general ledger accounts automatically when an asset is disposed.

Projects Accounting

Ellucian Professional Services will provide services on the relevant aspects of the Colleague Projects Accounting module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Link sub-ledger to General Ledger.
- Manage sub-projects- within a fiscal year, and/or across fiscal years.

- Budget projects and check expenditures against project or GL budget or both.
- Define overhead (Facilities and Administration) allocations by agreement terms and conditions.
- Review and set up self-service forms.

Synoptix Financial Reporting

Ellucian Professional Services will provide services on the relevant aspects of the Synoptix solution. In particular, the following services will be provided.

- Installation planning for Colleague production, creation and population of a Financial Data Mart SQL database, installation and configuration of Synoptix on the server and installation of the Synoptix Report Scheduler on the server.
- Installation of Synoptix; verify basic operation of all components.
- Train Synoptix administrator how to perform critical tasks for maintaining Synoptix including user account creation, security, upgrade strategy, performance tuning, troubleshooting, and maintaining data feeds to the Financial Data Mart.
- Discuss with key Francis Marion University stakeholders to map out general Synoptix implementation strategy. Included will be discussion of Francis Marion University's success measures, critical financial reports, and expectations for training and consulting engagements.
- Describe the flow of data from Colleague to Synoptix.
- Training for report creators on how to design and publish financial reports using Synoptix.
- Work with report creators to design the Francis Marion University's key financial reports, applying the knowledge and skills gained during the class.
- Assistance with troubleshooting and final preparations to go live.

Colleague Human Resources and Payroll System

Ellucian Professional Services will provide services on the relevant aspects of the Colleague Human Resources module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Define how to maintain position information, including wage, salary, and funding sources.
- Identify how work study students' employment records are maintained with wage updates to the student's financial aid record.
- Maintain applicant/employee/faculty information such as education, experience, degrees, skills, certifications, and institutions attended.
- Devise employee benefits, deductions, and leave plan information.
- Communications Management for Human Resources
- Track and maintain histories of incoming and outgoing communications.
- Group a series of outgoing correspondence with specified dates for processing.
- Use triggers to automate outgoing correspondence detailing missing information (e.g., I-9s, W-4s, transcripts, etc.) and automate responses to incoming correspondence (e.g., job applications and employment requests.)
- Process documents in Colleague and merge data into Microsoft Word.

Payroll Training and Consulting

Ellucian Professional Services will provide services on the relevant aspects of the Colleague Payroll module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Process stipends and miscellaneous payments.
- Perform paycheck modeling and "what-if" scenarios regarding potential changes to wages, taxes, benefits, and deductions.
- Maintain quarterly and year-end processing, including W-2 production.
- Generate automatic accrual of vacation and sick time for personnel.
- Post payroll account balances to the general ledger and update current employee history records.
- Calculate federal and state withholding with baseline delivered subroutine, employer contributions, and other employee deductions and taxes. Define payroll process; print required registers and journals; produce system-generated or hand-typed checks; and support changes in payroll deductions, benefits, taxes, direct deposits, leave accruals, and earnings.
- Understand and discuss configuration of WebAdvisor Time Entry.

Benefit Enrollment Online

Ellucian Professional Services will services on the relevant aspects of the Benefit Enrollment Online solution and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Overview of the Benefit Enrollment Online functionality as well as gather the necessary data to begin the configuration and testing phase.
- Configure the rules within Colleague HR for benefits enrollment and provide training on the functionality from a configuration and end-user standpoint.
- Support the client during the production readiness and deployment of Benefits Enrollment Online.

Leave Request

Ellucian Professional Services will services on the relevant aspects of the Colleague Assignment contracts processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Overview: An overview of what Leave Requests Online is, the benefits that the client will receive from the functionality and how it works.
- Requirements Gathering, Design and Initial Mapping: This engagement will include the HR Consultant and the Product Enhancement Technologist gathering the requirements and the design and initial mapping for the Leave Requests Online.
- Requirements Gathering, Design and Initial Mapping Review (non-client facing): HR Consultant and Product Enhancement Technologist review the requirements gathered and the design and

initial mapping completed during the previous engagement as well as independent work by the client.

- Mapping Proposal Review: HR Consultant and Product Enhancement Technologist to review the final mapping with the client.
- Workflow Configuration, Testing and Training: Finalize the mapping, create the Workflow and provide testing and training to the team.
- Configuration, Testing and Training: Complete the final testing of the configuration and the Leave Request Online training by the HR Consultant with support from the Product Enhancement Technologist.
- Deployment Support and Production Readiness: Provide production readiness and deployment support by the HR Consultant and/or the Product Enhancement Technologist.

Service Assumptions:

Francis Marion University has attended the Workflow Definition Tool training through the Education Center prior to engaging in the Leave Request Online services

Colleague Student System:

Recruitment and Admissions

Ellucian Professional Services will provide a review on various aspects of the Colleague Admissions Module as it relates to the Colleague System. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Describe interactions between admissions and other areas of Colleague including appropriate terminology.
- Entering and maintaining prospective student data.
- Updating applicant information from new applications or prospective student information.
- Managing admissions decisions.
- Moving records in preparation for registration.
- Structured testing/simulation of admissions process from prospect to applicant

Application Import Process

Ellucian Professional Services will provide services on the Application Import process including:

- Provide an overview of the set up and process.
- Guide the mapping process from the third party application to the standard Colleague delivered application import fields.
- Knowledge transfer for running the import process.
- Out of Scope: Importing non-standard fields.

Curriculum Management / Faculty Information Training and Consulting

Ellucian Professional Services will provide training and consulting on various aspects of Colleague's Curriculum Management and Faculty Information modules and processes. In particular, the following

topics will be covered in lecture / workshop format, hands-on exercises, and follow-up consulting support.

- Discuss institutional hierarchy and its importance in creating courses and academic programs
- Create and maintain course information including description, offering information, requisites, and restrictions
- Assist in the build and publishing of course section schedules, including assigning meeting days and times and instructors
- Demonstrate how to roll the course schedule from term to term
- Establish catalog years and create academic programs
- Demonstrate how to set up course blocks and section blocks to manage block registration
- Discuss the impact of equating courses and determine when courses should be equated
- Workshop focused on creation and maintenance of faculty records, faculty qualifications, office hours and faculty assignment
- Live Simulation testing support of Colleague Student System
- Setup faculty self-service for advising and registration

Financial Aid Services

Ellucian Professional Services will provide training and consulting on various aspects of the Colleague Financial Aid module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Understanding of the information required for module setup
- Electronically import/export federal need analysis records used to determine aid eligibility
- Create, batch assign, and manually adjust student budgets
- Create award codes for use in awarding
- Understand how rules can be used to determine student eligibility
- Understand how rules can be used to automatically package aid according to specific criteria and hierarchy
- Manually enter awards and make adjustments to amounts and statuses for individual students
- Understand how to electronically import and export award information necessary for Pell Grant reporting
- Understand how to electronically process student loans and import/export loan amount data and approvals to the federal government and/or guarantee agencies and lenders
- Knowledge of the reporting capabilities for effective awarding and distribution of aid
- Knowledge of this module's relationship to other Colleague modules
- Understand and discuss configuration of WebAdvisor FA Award Acceptance & Loan Change
- Setup staff and student self-service

Financial Aid Auto-packaging:

- Set up awards and packaging forms
- Create specific packaging eligibility and award rules for selected federal aid resources

- Create specific packaging eligibility and gift aid limits to package students
- Determine the selection method to identify students eligible for packaging
- Examine the packaging reports and troubleshoot incorrect packages
- Define how to re-package students and adjust criteria to result in different packages
- Define how to freeze packages and make manual adjustments

Communications Management for Financial Aid

- Develop communication flows outlining all incoming and outgoing communication specific to financial aid
- Create documents in Colleague and the associated templates in Microsoft Word.
- Define and set up correspondence tracks (series of outgoing communications).
- Build communication codes to track incoming information and initiate other actions.
- Create correspondence request definitions to monitor a file to completion.
- Record incoming items.
- Process and merge outgoing information

Registration/Academic Records Training and Consulting

Ellucian Professional Services will provide training and consulting on various aspects of Colleague's Registration & Academic Records modules and processes. In particular, the following topics will be covered in lecture / workshop format, hands-on exercises, and follow-up consulting support.

- Setup administrative registration user groups, registration controls, and override permissions
- Manage enrollment and utilize waitlists, priority registration, registration verification, and deregistration
- Manage advising and student academic planning in conjunction with degree audit requirements.
- Create and maintain student academic records, maintain demographic and academic program information, assign advisors and counselors, and manage restrictions, hiatus, and withdrawal
- Assign grades, maintain academic transcripts, manage non-course setup and transcript equivalencies, and process student requests for transcripts and enrollment verification
- Conduct end-of-term processes including conferring certificates, degrees, honors and ranking, processing academic standing, updating class level, and graduation
- Review experience of student services from the staff perspective using Colleague, along with the self-service perspective using WebAdvisor and the Portal.
- Live Simulation testing support of Colleague Student System
- Guidance and assistance to Francis Marion University Technical Colleague in the preparation of the Colleague production environment for registration and academic records

Colleague for the International Student Office

Ellucian Professional Services will provide a review on various aspects of the SEVIS solution within Colleague. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Understand the method for capturing foreign person data in Colleague required for SEVIS compliance.
- Use Colleague to trigger and send transactions to SEVIS using the delivered batch interface.
- Learn effective techniques for monitoring and correcting transactions as necessary.
- Gain the ability to review retrieved documents from the SEVIS batch interface and print I-20s.
- Layout the setup of SEVIS parameters and defaults in Colleague to be in line with the Francis Marion University's international student workflow.

Accounts Receivable Training and Consulting

Ellucian Professional Services will provide training and consulting on various aspects of the Accounts Receivable Module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Set up automatic billing for registration
- Create system-generated reports and statements
- Automate add/drop billing with tuition and fee forfeiture based on user-defined criteria
- Calculate and apply finance and service charges, interest, exemptions, or discounts
- Sponsorship management
- Provide tools to manage collections
- Credit student accounts with approved financial aid
- Generate daily cash analysis reports by cashier, location, and payment type
- eCommerce:
 - Learn key e-Commerce 4.x features, terminology, and benefits
 - Describe e-Commerce 4.x architecture and workflow
 - Identify system requirements necessary to successfully set up e-Commerce 4.x
 - Explain the eCommerce 4.x Installation process
 - Describe the testing and validation procedures to ensure a smooth implementation
 - Identify modifications to Colleague and WebAdvisor payment entry forms and related processing
- Setup staff and student self-service including payment processing and account review
- Live Simulation testing support of Colleague Student System
- Guidance and assistance to Francis Marion University in the preparation of the Colleague production environment for Accounts Receivable and Cash Receipts

Campus Organization Training and Consulting

Ellucian Professional Services will provide training and consulting on various aspects of the Campus Organization Module and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Understand the relationship of Campus Organizations with other modules in the Student System and the Colleague Portal
- Record individual student involvement in campus organizations including positional history

- Create and maintain centralized source of campus organization history
- View and maintain various affiliations with campus organizations including advisors
- Automatically assign groups of people as members of campus organizations
- Produce various reports including rosters, ID cards, and labels

Student Planning / Degree Audit Training and Consulting

Ellucian Professional Services will provide training and consulting on various aspects of the Degree Audit component of Student Planning including set up and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Define requirements by level (program, requirement, sub-requirement, and group) and explain the impact of defining requirements at each level
- Assist in writing specifications using basic and advanced syntax
- Grant and manage overrides and exceptions to standard and customized requirements
- Attach requirements to catalog years and manage curriculum changes
- Examine options for formatting the evaluation report
- Define text paragraphs to display universal messages and individual messages through the evaluation report
- Use Degree Audit results in the graduation processor to determine when students complete requirements
- Advise students based on results of evaluation reports - progress, GPA, impact of changing program study, possible course substitutions or waivers, etc.

Ellucian Professional Services will provide consulting on configuring Colleague's Student Planning component on topics as follows:

- Discuss deployment options and solution goals for Student Planning
- Discuss degree audit and curriculum track setup as they relates to Student Planning
- Discuss and recommend business process and procedure for Student Planning
- Provide Student Planning support job aides (advisor maintenance and Curriculum Track maintenance)
- Planning for the deployment of Student Planning to the user community; guidance provided by Ellucian for the Francis Marion University-led end user training sessions. The level and type of Ellucian support to be provided during these end user training sessions will be by mutually agreement.

Instant Enrollment

Ellucian Professional Services will provide services on the relevant aspects of Instant Enrollment and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Guest login setup
- Duplicate checking criteria setup
- Billing setup

- Academic level setup
- Registration control and registration user setup
- CE Web registration parameter setup

Retention Alert Services

Ellucian Professional Services will provide installation and consulting services on the Colleague Retention Alert module and processes as follows:

- Implementation Preparation including review of Francis Marion University 's current Strategic Enrollment Management Plan, current retention policies and procedures, and interviews with key stakeholders
- Identify advisor hierarchy, critical information needs, reporting requirements and case management procedures
- Ellucian delivers Retention Alert Implementation Decision Document, the blueprint for Institution Name's Retention Alert configuration and design
- Ellucian responsible for environment build and testing in the Test environment; including advisor hierarchy, resource database records, "My To Do List", and communication management tracks
- Francis Marion University participates in production readiness activities, including review of setup of codes, procedures and rules, identify and implement revisions, provide training to named users based upon Francis Marion University 's requirements
- Ellucian consultant move Retention Alert setup to Production environment in preparation for launch
- Ellucian participates in post-live sustainment activities, including review of progress, processes and reports, analyze retention alert data and review of results, providing recommendations for improvements and the preparation of Francis Marion University 's Retention Alert Action Plan

Ellucian Portal and Mobile Services:

Ellucian Professional Services will provide training and consulting on various aspects of the Ellucian Portal and processes. In particular, the following topics will be covered in lecture/workshop format, hands-on exercises, and follow-up consulting support.

- Installation of Portal/SharePoint in Test and Production Colleague environments.
- Portal Administration Training for 1 person.
- Review Identity Management to support Colleague with this project and options to provision ActiveDirectory from Colleague.
- Taxonomy and governance.
- Introduces basic concepts and functionality of SharePoint and its relationship with the Ellucian Portal.
- Provides an understanding of how Colleague is integrated with the Colleague Portal. Learn best practices in Colleague to maximize its power with Ellucian Portal.

- Introduces important concepts, and models and strategies for governing the use of the Ellucian Portal. Industry best practices will be shared to emphasize efficient and consistent oversight of the portal.
- Provides an overview of taxonomies related to the configuration of the Ellucian Portal, emphasizing the need for critical decision making, offering examples of successful taxonomies, and sharing tools and insights to begin Francis Marion University's discussions around creating your taxonomies.
- Provides instruction on configuring and implementing key components of the portal related to structure and membership.
- Provides instruction on how to modify the colors, fonts, and images of a site and develop a custom template.
- Provides instruction on accessing and configuring key components of the portal related to maintenance and troubleshooting.
- Provides instruction on configuring and implementing key components of the portal related to the course catalog.
- Ellucian Professional Services will provide training and consulting on various aspects of the Ellucian Mobile. In particular, the following services will be provided.
- Deploy Ellucian Mobile integration service component in Francis Marion University's environment.
- Initial Francis Marion University Cloud configuration.
- Knowledge transfer (installation/configuration.)

Colleague Reporting and Operating Analytics Services:

Installation and Configuration

Following a pre-installation technical call to confirm hardware readiness, Ellucian will install and configure the following:

- Business Objects installation
- DataOrchestrator installation
- DataOrchestrator ODS configuration
- Business Objects Universe validation
- Once Business Objects is installed in the Francis Marion University Colleague environment. Ellucian will create the ODS. Production database for use with CROA and establish the connection between the Production ODS, the Business Object's Universe and WebIntelligence Reports.

Planning, Security and Data Validation

- **Discovery:** With the Francis Marion University project team, Ellucian consultants will provide an understanding of the project and project expectations, and discuss timelines and overall scope and project plan for the implementation.
- **Reporting Inventory Consulting:** Ellucian consultants will work with Francis Marion University to capture the most critical 10-15 report requirements by office. Francis Marion University will

document additional reporting needs and prioritize those needs. The Ellucian consultant will review the delivered WebIntelligence reports to begin to determine which of the top 10-15 reports identified are related to the template report(s).

- **Security Setup:** Ellucian will review with Francis Marion University project team Business Objects security setup and review Business Objects security process. Ellucian consultant will complete the build and setup of security in the Business Objects environment based on an agreed upon design. The consultant will review the security setup and finalize the user setup during a consulting engagement with the Francis Marion University Database Administrator.

Report and Design Consulting

Web Intelligence & Universe Design Consulting-Building on the training completed by this stage of the project, the Ellucian consultant will work with Francis Marion University on using the WebIntelligence tool and the Universes for their specific reporting needs. This includes breakouts by application area groups to focus on each area's reporting requirements, and discussions around the data that is available for reporting.

Colleague Technical Services:

The Technical Installation includes:

- Installation of Colleague, WebAdvisor, and Colleague UI in one Colleague instance; ODS, Portal, and Business Objects. Colleague instance environments include Education, Test, Conversion, and Production.
- System Administration Fundamentals Workshop to review Francis Marion University's system configuration.

WebAdvisor Registration Health Check

- Service Preparation call and Ready Validation Check.
- Utilize JMeter to load test WebAdvisor against forms such as, "Search for Section", to enable accurate tuning of WebAdvisor, and Colleague.
- Set up and run JMeter, document and analyze results, adjust settings. Repeat the process iteratively up to three times, until optimal performance is reached.
- Prepare Engagement Report with detailed summary for load testing results and conclusion (client deliverable).
- Follow up consulting to review report recommendations, next steps, general Q&A.

Out of Scope:

- Colleague Self-Service and the WebAPI Load Testing/Tuning
- WebAPI Load Testing/Tuning
- Ellucian Mobile Load Testing/Tuning

Ellucian provides the following Technical Training:

- Electronic File Programming (ELF) Services
- Rule Writing for Colleague Training

- Colleague Administration: WebAdvisor Installation & Administration Training
- WebAdvisor Branding Services
- Ellucian Portal Administration
- Colleague Studio Reports
- Colleague Studio Web Form Development
- Colleague Studio: Programming Fundamentals
- Colleague Studio: Procedures
- Colleague Studio: Batch Processes
- Colleague Administration: Fundamentals
- Colleague Administration: Cloning Environments
- Colleague Administration: Envision Process Handler
- Research Fundamentals
- Computed Columns I
- Computed Columns : Creating Stored Attributes
- Colleague Reporting: Web Essentials
- SAP Business Objects Enterprise: Administering Servers
- SAP Business Objects Enterprise: Administration and Security
- SAP Business Objects Universe Designer: Universe Design
- Business Objects Dashboard Manager: Designing Dashboards

Colleague Integration Services

Ellucian will perform detailed analysis and produce specifications that will be used to build integrations to external systems. Ellucian, with the assistance and input from Francis Marion University will define the scope of integrations. The University will provide the prioritization of all integrations. Ellucian will build integrations up to 64 hours included in the contract. Should the University require further interface development outside of the 64 hours, the University may request additional services from Ellucian to write specifications and perform the development effort, at a time-and-materials fee to be determined by Ellucian's then-current rates, or as otherwise negotiated and agreed upon between the parties. Any such "out of scope" services will also impact the then-current project plan and may cause delays in the project.

- Integration to the BlackBoard Learning Management System is standard with Colleague Intelligent Learning Platform and is proposed herein. In addition, Follett Bookstore provides an integration to Colleague and is included herein.

Hours for integrations are provided for the following:

- Adirondack Solutions (Housing): Colleague delivers Residence Life APIs that are designed to support the integration between Colleague and a third party housing solution. Residence life data is created and maintained in the third party solution. The data is then regularly transferred to Colleague through the APIs, where it can be used for reporting and billing purposes.
- Blackbaud Raiser's Edge and Financial Edge (Alumni & Development) As stated in your requirements, "At the end of each term, a program on the AS/400 is run to create a .CSV file of

graduating seniors. The file is then emailed to the Alumni Office where they run a Raiser’s Edge routine to import into Raiser’s Edge.” Services will be applied to the mapping and data extraction from Colleague. Francis Marion University is responsible for the import into Raiser’s Edge.

- EMAS Pro (CRM): Colleague Student has a standard application import process that can be configured to import predefined data set to standard, existing Colleague tables. Francis Marion University is responsible for extracting the data from EMAS Pro in the required format.
- Note: Integration to Heartland Campus Solutions (OneCard) is not included as it requires additional discussion and requirements gathering and analysis.

Project Management

Ellucian Project Management Services will be provided over the course of and not for more than 24 months in duration, commencing on the project kick-off date as agreed upon between Ellucian and Francis Marion University. A designated project management resource (or his/her replacement) (the “Project Manager”) will be assigned to Francis Marion University during Ellucian’s normal business hour on a quarter time basis. This includes the provision of such services both on-site at Francis Marion University’s facility, and on a remote basis, as reasonably determined by Ellucian in consultation with Francis Marion University.

Ellucian Project Management Approach

Ellucian will provide project management services to Francis Marion University using Ellucian’s implementation methodology. Ellucian’s implementation methodology is executed in four phases: Initiation Phase, Planning Phase, Execution Phase, and Transition & Close Phase. The four phases of Ellucian’s implementation methodology, combined with monitor and control procedures, provide the structure for the overall project, helping the project management team monitor and control the performance of the Services in accordance with this SOW and the project plan developed hereunder. All project management Services, and all related Services described below, are provided on a time and materials basis.

Project Phase	Activities	Deliverables
Initiation	<ul style="list-style-type: none"> • Initiate the Project • Introduce delivery management team • Ellucian internal project initiation meeting • Develop Initial Project Plan – Confirm project resources and develop work breakdown structure with activities definition and sequencing. • Develop Project Charter and/or Scope Statement • Establish an Ellucian standard repository for all project artifacts • Francis Marion University project planning session 	<ul style="list-style-type: none"> • Project Charter • Project Scope Statement • Initial Project Plan • Francis Marion University Project Planning Session • Project Repository • Francis Marion University Survey

Project Phase	Activities	Deliverables
<p>Planning</p>	<ul style="list-style-type: none"> • Work with the client project management team to: <ul style="list-style-type: none"> – Complete Project Management Plan –Provides an overall framework of how the project will be defined, organized, and managed. – Identify Initial Risks – Document initial project risks using Risk Response Plan <p>Develop Project Financial Baseline – Refine resource estimates and defines the estimated budget for the project.</p> <p>Distribute Planning Information – Post and distribute all project planning work products to key project stakeholders.</p>	<ul style="list-style-type: none"> • Project Management Plan <ul style="list-style-type: none"> – Organization Roles and Responsibilities – Project Approach – Communication Plan – Quality Plan – Change Management Plan – Issue Management Plan and logs – Risk Management Plan and logs – Procurement Plan – Initial Risk Response Plan – Project Financial Baseline
<p>Execution</p>	<ul style="list-style-type: none"> • Work with client project management team to manage: <ul style="list-style-type: none"> – Project execution – Project team – Quality assurance activities 	<ul style="list-style-type: none"> • Updated project documentation and solution delivery artifacts
<p>Transition and Close</p>	<ul style="list-style-type: none"> • Work with client project management team to manage: <ul style="list-style-type: none"> – Delivery of solution artifacts – Transition planning – Delivery to contract and project scope with client acceptance – Project closure 	<ul style="list-style-type: none"> • Francis Marion University letter of acceptance
<p>Monitoring and Control</p>	<ul style="list-style-type: none"> • Work with client project management team to manage: <ul style="list-style-type: none"> – Changes to scope, schedule, resources, and costs – Project risk response plans – Communications and status – Project financials – Stakeholder expectations 	<ul style="list-style-type: none"> • Status reports • Change requests • Risk response plans

Project Phase	Activities	Deliverables
	<ul style="list-style-type: none"> - Knowledge resources 	

Francis Marion University Responsibilities:

- Francis Marion University will provide a full-time project leader or functional leader who will work directly with the Ellucian project manager and provide the required input and work product to support project activities, artifacts, and outcomes.
- Francis Marion University will assign University resources to complete University tasks required as part of the project’s schedule.
- Francis Marion University will provide information to Ellucian project team that will contribute to project activities and development of artifacts.
- Francis Marion University will provide approval on all project activities, artifacts, and outcomes based on the agreed sign-off criteria and client acceptance period for approval.
- Francis Marion University will attend and participate in project status meetings as defined by Ellucian and Francis Marion University Project Manager.
- Francis Marion University will provide timely approval of project change requests prior to the start of the project change.
- Francis Marion University will support and otherwise cooperate with Ellucian throughout all project activities, development of artifacts, and project outcomes.

3.2.5 Environmental requirements for the proposed solution.

We have included Standard Ellucian Hardware Requirements as Section 2, Exhibit B. This document can help guide the institution in your hardware acquisition. Ellucian would be happy to discuss your options with you.

3.2.6 Software development plan, interfaces documentation, data synchronization, and replication plans, etc.

Software Development

One goal of strategic product management is to develop and maintain a vision for their respective processes and products. They attend important industry meetings and conferences where the challenges and issues in higher education are discussed. Our product managers use this information as an input that can help determine what enhancements to make. As the federal government introduces changes, our Solutions Management team introduces relevant

changes into our products by means of updates. Through the Ellucian Maintenance Advantage Program, we assist our clients with their timely compliance to appropriate federal regulatory changes.

No one knows your institution or its needs better than you. That's why we ask clients to help actively steer the development of key Ellucian products and services that will have maximum impact on higher education institutions. Ellucian solicits feedback concerning its products and services from many of its many client institutions that serve on advisory teams and task forces, participate in focus groups and surveys, and host site visits for prospective clients. Ellucian clients also host sessions and roundtable discussions, in conjunction with Ellucian employees, at the annual and regional Users' Group conferences.

We have developed a rigorous methodology for product development. It begins with the product ideas, usually suggested by our clients. Our Product Managers are industry experts charged with introducing features and functions into our solutions in their area of specialization.

Clients can also submit change or enhancement request using Ellucian Support Center and will receive notification, as information is available. Not only does this provide Ellucian with important feedback on the usefulness and impact of a document, notifications are sent to clients when significant changes are made to documents. Significant changes could include status changes, a missed step, incorrect information that would not have worked right, or adding/removing steps.

Interfaces Documentation

Colleague documentation, including user interfaces manuals is described below in 3.2.7.

Data Synchronization and Replication

Data is not synchronized in the integrated Colleague environment. Data can be replicated if multiple environments are created as a part of the installation. Multiple environments would be installed to support training and implementation at Francis Marion University Initial training would occur using the installed "Education" environment, which is filled with demographic, course, financial aid, financial data, etc. As institution specific codes, parameters and rules are formalized, this data is populated into the Test environment. The benefit of the test environment is that the data would be reflective of Francis Marion University's data. Over time, the goal is for the test environment to become the main environment by which all testing and trainings occur. Final build decisions are populated into a Production environment, which typically occurs after live simulations in preparation for the cutover to Colleague for each module area.

In addition to these environments, additional environments can be created at the discretion of Francis Marion University

- Sandbox environment

- Exploration of new ideas
- Prototyping possible solutions

Ellucian refers to this as the Test Environment which is delivered with the Colleague system and installed as part of the implementation process.

- Development
 - Stable environment where developers and analysts can work
 - Modifications
 - Extensions
 - “Bolt-On” development
 - Setting / changing configuration values
 - Business Rules

An additional environment can be created by Francis Marion University to create modifications, extensions, change settings, etc.

- Quality / Assurance
 - A stable environment similar to production where tested development code can be placed to see how it would behave in a production-like environment before moving to production and user-acceptance testing takes place.

An additional environment can be created by the University to test modifications, extensions, etc.

- Training
 - A stable environment, usually in line with production (sometimes leading, sometimes trailing production) where business offices can train employees on current or upcoming release of the system.
 - The training instance must be available to users and regularly updated for testing and improving their familiarity with the system. This instance must be available starting after the initial gap/fit sessions at the beginning of the project.

Ellucian refers to this as the Education Account. An Education Account is delivered with the system which is filled with demographic, course, financial aid, financial data, etc. Please see the response above for more details about the Education Account.

3.2.7 Technical and operational manuals, by reference.

Colleague clients have access to documentation for download through the Ellucian client website. This documentation can be downloaded by the institution at any time and printed according to your needs.

Colleague documentation examples include “User Guides” for each module and product area, “Release Highlights” on product enhancements and updates, procedural manuals, installation procedures and technical documentation to support IT staff.

- **User Guides.** These materials provide information about and instructions for using Ellucian software applications. For some products, user guides include overview information, database form descriptions, report descriptions, and processing information. For other products, user guides also provide functional descriptions, page and application descriptions, and details about relationships with integrated products.
- **Release Guides or Release Notes.** These documents describe the enhancements and features delivered in specific Ellucian software releases.
- **Installation or Upgrade Guides.** These guides provide the information to install or upgrade specific Ellucian products. These types of materials would also typically contain the information to customize aspects of the product to address specific institutional needs or to configure integration between other Ellucian products and specific third party components that can be used with the system.
- **Administration Guides.** Administrative materials provide information about the tasks required to manage and maintain Ellucian software systems and applications, such as setting up user accounts, managing passwords, backing up system components, and the like.

Ellucian's documentation provides quality, cost-effective information to enhance your productivity in using our products. Each document is designed to be user-friendly and to incorporate client feedback from previous releases. Documentation is maintained and released at the same time as a software enhancements or upgrade is released.

As an Ellucian Maintenance Advantage Plus Program member, you have around-the-clock access to on-line documentation.

Other documents and resources include:

- Online help for each form and field;
- An extensive library of downloadable documentation on installing, configuring, administering, and using all of our products in an easy-to-use, searchable PDF format;
- Release highlights with information on enhancements for new software releases. Every software update includes comprehensive information on what changes have been made and how to install and implement them;

Ellucian encourages all employees at institutions supported by Ellucian's Maintenance Advantage Program to request a login for the secure part of Ellucian's website

(www.Ellucian.com). After logging in, Ellucian clients would have access to important resources, including: documentation, software announcements, client communities, and much more.

Hosting or Cloud Services:

The University is interested in receiving information related to hosting or Cloud services and requests information from qualified vendors with proven experience in providing comprehensive hosting or Cloud services for their proposed software.

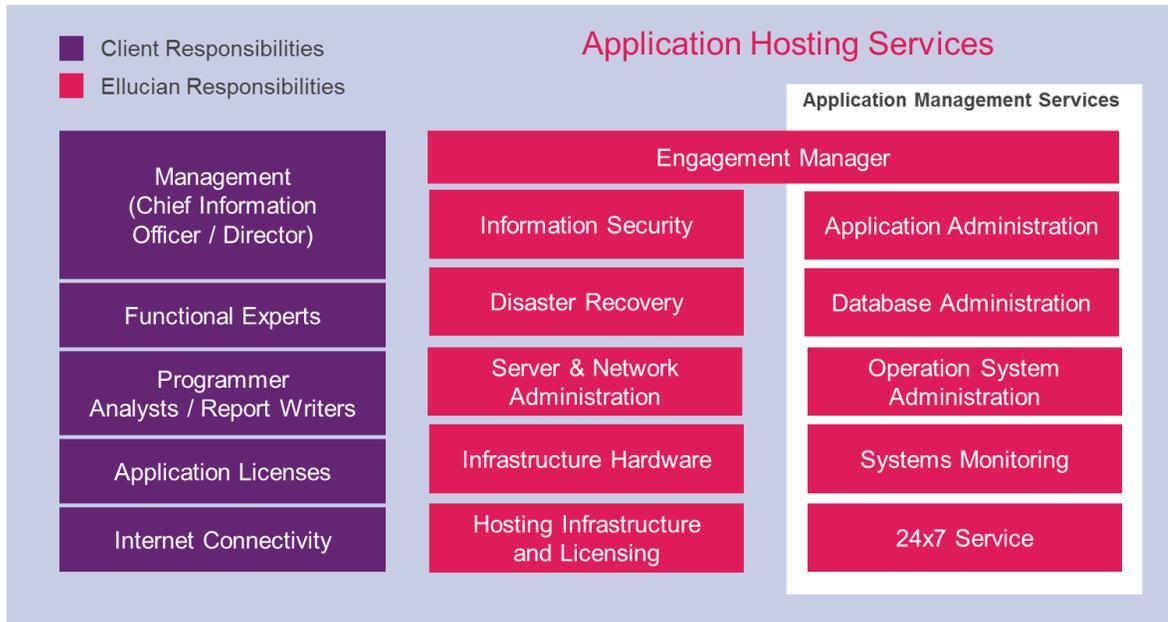
Application Hosting Services Overview

Ellucian Cloud Service offers a fully hosted and managed solution providing the facilities, infrastructure, server, and application system environments necessary for the proposed solutions, as well as the ongoing maintenance and management of those systems. Ellucian Cloud Services provides secure facilities with scalable infrastructure and hardware capacity tuned specifically for the proposed environment. The hosting service uses the ITILv3 framework to deliver an SSAE-16 audited environment. Ellucian's hosting services includes 24x7 monitoring, security, application, operating system, and applications management by Ellucian subject-matter experts

Roles and Responsibilities

Ellucian personnel administer and maintain the hosted environment on your behalf. We take primary responsibility for the management of the mission-critical application environment, so you will be positioned to more effectively manage costs and information technology staff to focus on more strategic initiatives for the institution.

The diagram that follows outlines the responsibilities that will stay with Francis Marion University and the areas that Ellucian will manage.



Transition and Engagement Management

Dedicated Transition and Engagement Managers are provided to be your points of contact and accountability in support of our Services. These individuals are highly skilled in higher education IT and Project Management.

Transition Manager

The Transition Manager plans, directs, and coordinates the migration of Francis Marion University’s IT knowledge, systems, processes, and capabilities to Ellucian’s transition services team and is responsible for establishing effective project controls and procedures. During the transition phase of the engagement, we utilize a time-tested, standard methodology for implementing and managing our Application Hosting Services. Our phased approach to transition includes initiation, planning, implementation, and go-live. During the transition, and after the go-live, regular meetings are held between the Transition Manager and/or Engagement Manager and Francis Marion University’s designated point of contact to review prior and future activities.

Engagement Manager

The Engagement Manager provides oversight of key service processes (i.e., communications, incident management, problem management, request management, change management, and escalation management). Your Engagement Manager is the point of escalation for any service-related activities and interacts with Francis Marion University and Ellucian account staff to provide proactive communications on service delivery performance, status, and resolution of issues as appropriate. The Engagement Manager provides reporting and performs root cause analyses (problem management) in tandem with technical teams. The Engagement Manager is devoted to making the partnership a success.

Ellucian Application Hosting Services

Elastic and Scalable Cloud Platform

Ellucian Application Hosting Services clients leverage and benefit from our blended and virtualized redundant infrastructure, employing the latest technologies to provide the optimal performance configuration-delivering an exceptional user experience. As client demand on compute power and storage needs increase through growth in student enrollments or other impacting technologies, our systems and agreements are designed to accommodate, as appropriate, with little to no impact on your core business. Our agreements include straightforward contractual escalators for the key elements leveraged and consumed through Application Hosting, including compute power, network bandwidth, and storage capacity. If demand for these resources increases, Ellucian will work closely with you to review and potentially and appropriately increase these components based on current usage and future growth plans. Ellucian will handle the financial burden of large capital expenses and improvements required to support a robust, resilient, and scalable hosting infrastructure.

Hosting Facilities

Ellucian uses Amazon Web Services (AWS) as our datacenter partner to provide an industry-leading application hosting environment. The facilities include fully protected power service with redundant power grids, UPS systems, and backup generators. The facilities also includes high capacity cooling systems and multi-level fire alerting and suppression systems.

Disaster Recovery

Ellucian understands the importance of a true Disaster Recovery facility and leverages our alternate warm standby facility where data is replicated nightly. In the event of a catastrophic event of natural disaster materially affecting the primary facility, Ellucian will failover the hosted systems to provide hosted applications availability.

Security

Security is provided through the application of best practices and industry-standard approaches. These approaches are employed through People, Processes, and Technologies.

People – Ellucian employees must utilize multiple encryption technologies on all laptops, attend regular security awareness trainings and technology-specific security trainings, and utilize the tools such as the Identity (PII) Finder and other technology software tools to help ensure no customer data is compromised.

Processes – Ellucian's security practices are based on the least privilege model. We require the disabling of all non-secure services such as FTP, Telnet, and other clear-text protocols and take steps to harden systems and services. The application of the Information Technology Infrastructure Library (ITIL) framework, such as change management, incident management, and knowledge management, is applied to the actions taken by Ellucian.

Technologies – Ellucian leverages security technologies such as centralized user authentication for direct server access and the mandatory use of corporate active directory controlled two-factor user authentication for all Ellucian administrator access; encryption for all PII and sensitive data, offsite communications, and data transfer; and the use of centralized logging on all servers and systems to correlate events and timelines. Additionally we employ a full-time dedicated Security Incident Response Team with a 24x7 incident response hotline.

Physical security to the Ellucian hosting facilities is provided 24x7 and includes closed-circuit monitors, alarmed doors with secure cardkey access, biometric scanner, and restricted access to the equipment room floor. Client systems are racked and operated in a locked caged space within those layers of security. A 24x7 staff and a Network Operations Center monitor building and environmental alarms.

Hosting Equipment

Our Application Hosting Services include all necessary server hardware, data storage, network connectivity, and Operating System (OS) licenses to support the anticipated needs for your institution's Colleague environment and applications. Ellucian will provide server hardware, data storage, and OS licenses to support non-Ellucian application services included as part of this proposal.

Network Security

Ellucian provides essential in-band network security from inappropriate electronic access over the internet. Our infrastructure includes dual (redundant) firewalls to actively control all Internet communications into the secured network environment. The firewalls are configured to allow for only the minimum level of network access as required to operate and support client systems. Other non-essential communications are blocked.

Monitoring and Emergency Contact

The Enterprise Operations Center (EOC) provides 24x7 system-level monitoring of all hosted applications and systems. A team of certified EOC analysts reviews the environment, monitors around-the-clock, and responds to monitoring alerts as they occur. A toll-free Tier 2 emergency hotline is provided by the EOC for real-time communication of emergency events. Our ITSM ticketing system provides 24x7 self-service access to allowing your institution to submit requests any time of the day, and day of the week or to check the status of an existing request.

Backup

Ellucian's Cloud Services maintains an ongoing Business Continuity Plan and Disaster Recovery Plan for the services provided. As part of the Disaster Recovery planning, your institution's data, as well as environment operating information, is regularly replicated and stored in a secondary facility. Should a disaster be declared for the primary facility, Ellucian will restore services to the secondary facility.

All data is backed up to near-line disk and replicated to a recovery facility. Backup processes include weekly full backups plus nightly differentials. The backup process provides the ability to quickly complete backups throughout the week and to perform a complete or partial restore to any prior day with minimal effort.

Colleague Administration Support (not proposed at this time)

Using Remote Colleague Administration Support, from Ellucian, Francis Marion University can leverage our industry experienced professionals and year-round, 24x7 support, without the costs and commitment typically associated with a recruiting, hiring, and training a team of Colleague Administrators. Coordinating closely with the Francis Marion University IT staff, the AMS support staff performs technical application administration and support of the Colleague solution for both development and production systems, including support for training and system education activities. Once engaged, the AMS support team works closely with Francis Marion University to apply requested upgrades and patches, perform system “clones” as needed to facilitate streamlined technical activities, and participates on troubleshooting application or database related issues.

Ongoing Colleague Application Management Support includes:

- Colleague Management Support– Our Colleague Administrators will work alongside your team to configure and maintain supported applications from the installation phase through go-live and beyond. We will configure and maintain your systems for both the development and production environments.
- Colleague Application Maintenance – Perform various required and/or requested ongoing configuration and administration changes for core Colleague components.
- Colleague Application upgrades and patching – Utilizing our effective practices upgrade/patch methodology for a streamlined approach. Upgrades and patches can be applied either on the vendors release schedule or as specifically requested by the client. We are flexible accommodating to your schedule and timelines.
- Colleague Application monitoring and performance tuning – Adjust system parameters based on vendor recommendations, input from users, and response time sampling, are done at regular intervals to promote a responsive application.
- Schedule and run vendor provided data integrity, batch and nightly processing scripts as necessary – Our team will work with the client to setup system required daily, weekly, and monthly scripted jobs and/or other events as recommended by the vendor.
- Colleague Application Troubleshooting – Our team will work with and assist the client’s designated technology staff and the software vendors to diagnose, troubleshoot, and resolve application administration issues which directly relate to Colleague applications.

Application Management Support (not proposed at this time)

Using Remote Application Management Support, from Ellucian, Francis Marion University can leverage our Certified Professionals and year-round, 24x7 support without the costs and commitment typically associated with a full-time-equivalent database administrator.

Our team of certified Database specialists performs the database administration role for Colleague utilizing industry standard best practices. Our staff performs upgrade and ongoing configuration tasks associated with a robust and well-tuned Relational Database Management System (RDBMS) needed to support Colleague. We provide the day-to-day management necessary for the Colleague databases to be up, functioning properly, and available for both implementation and live production transaction processing. Day-to-day management tasks include database performance tuning, backup management, testing and installing upgrades and patches, performing application and database technical troubleshooting and coordinating regularly scheduled tests of the backup and recovery process to promote high data availability.

Application Management Support includes:

- Database management 24x7 for both the development and production Colleague environments.
- A team of specialists to support the database environments which means a higher and consistent level of support regardless of turnover, vacation, or sick leave.
- A team of highly qualified and experienced database administrators who have primary responsibility for day-to-day management of the database environment as well as communication with on-site staff.
- Setup and configuration of the database environment for both the development and production environments.
- Day-to-day database management tasks including:
 - Backup and Recovery – Databases are backed up near-line (to disk) with our established methodologies to promote reliable and timely recovery of vital data including test recovery capabilities at least quarterly.
 - Performance tuning – Utilize industry standard techniques and tools to promote an optimally running system.
 - Upgrades and patching – Maintain close ties with the relational database vendors to stay on top of releases and vendor notifications.
 - Error troubleshooting – Provide troubleshooting of errors and work with vendor to provide solution and implement necessary fixes.
 - Refreshing or “Cloning” – Provide support for refreshing the production environment to help facilitate implementation and testing activities.
- Security –Daily log reviews for unusual activity.

Remote Operating Systems Support (not proposed at this time)

Using Remote Operating Systems Administration Support, from Ellucian, Francis Marion University can leverage our vendor certified professionals and year-round, 24x7 support, without the costs and commitment typically associated with a full-time-equivalent OS administrator.

Our team of certified Linux and Microsoft Windows Server specialists manage the servers and hardware, provides on-going support, and performs tuning of the Operating Systems and web application servers required to run the Colleague solution. Day-to-Day management tasks include technical troubleshooting of Operating System and web application server software, testing and implementing upgrades and patches, and working in conjunction with site staff to promote a robust and effective backup strategy to reduce potential downtime. Additional support tasks include application specific printer setup and troubleshooting, batch processing troubleshooting, file system security and user account provisioning.

Operating Systems Management support includes:

- Operating System management 24x7 for both the non-production and production environments of Windows, and/or Linux based environments.
- A team of certified Windows, Linux specialists available to support the Colleague environment.
- A team of high qualified systems administrators who have primary responsibility for day-to-day management of the Operating System and related configurations.
- Complete installation and configuration of Operating System related software to promote a robust and ready environment.
- Operating System Management tasks:
 - Backup and Recovery
 - Performance Tuning
 - Upgrades and patches
 - Error troubleshooting
 - Operating System Management - provide the daily management and tuning required to keep the Operating System up and running.
- Security – Including account level security

3.3 Change Management

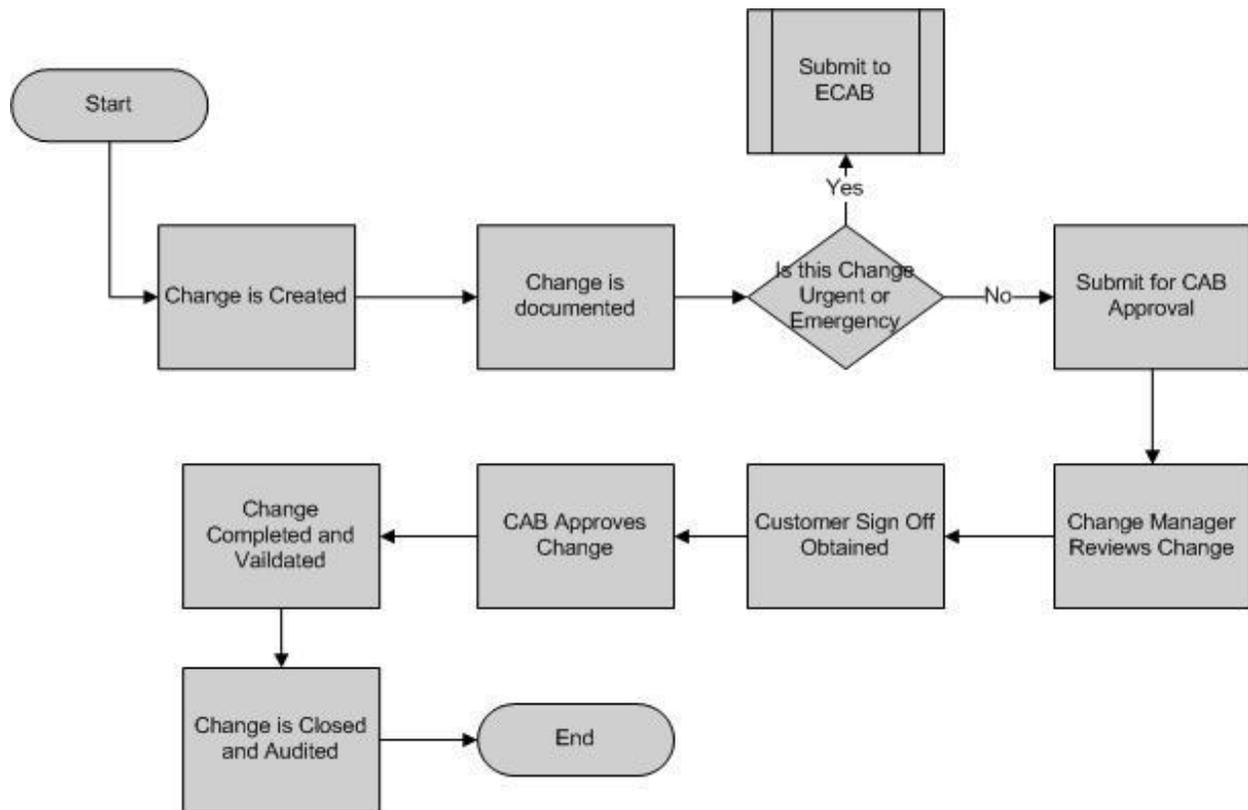
Who initiates change requests, what justifications and explanations are included, risks associated with change, approval process, etc.

Ellucian Cloud Services defines Operational Change Management as additions, modifications or removal of hardware or software in the production environment. The process ensures that Changes are tested and implemented in a controlled manner, while evaluating and authorizing Changes and Maintain a calendar of upcoming Changes. The Cloud Services Engagement Manager meets with Francis Marion University stakeholders on a regular basis (typically weekly, more frequently during periods of higher activity) to communicate and discuss the hosted environment and any pending or completed changes. Automated system email notifications relating to change status are also sent as appropriate.

Changes first evaluated, documented, scheduled and approved before implementation. Generally, changes are applied to non-production environments, validated and tested before being scheduled for deployment on the Production instances or environments.

Change Windows are predefined, agreed times that limit when Changes will occur. When communicated in advance to users, they minimize the impact of system interruptions and outages due to normal maintenance. Frequent, regularly scheduled Change Windows support the rapid pace of Change that our customers require. Limiting Changes to specific time windows minimizes the risk of service/system outages at other times.

At a high level, the change Management process adheres to the process depicted below:



Change Advisory Board (CAB) - Meets weekly to review and discuss proposed Changes. Members include Technical Managers, Engagement Managers, and the Change Manager. Changes must be submitted in advance to validate approvals and completeness before the CAB meeting. Approved Changes are scheduled and implemented

Emergency Change Advisory Board (ECAB) - Meets on demand to review Emergency and Urgent Changes. Members include a subset of CAB members. Reviews Changes that must be implemented before the next regularly scheduled CAB meeting. Approved Changes are implemented as needed.

Ellucian responsibilities include:

- Review and approve Changes
- Implement Changes and agree on scheduling
- Update Change schedule as needed, and communicate any scheduling changes
- Track approvals from all stakeholders
- Manage communication between stakeholders
- Communicate status of Change execution

Francis Marion University responsibilities include:

- Request Changes as needed
- Agree on scheduling
- Approve Changes
- Test/validate Changes after implementation

3.4 Installation and Support

3.4.1 Installation -- provide detailed information on the installation requirements and schedule.

Ellucian Cloud Services will deploy the hosted environment in coordination with and in support of the larger Colleague implementation project plan. All required infrastructure and applications will be installed and ready when needed to support implementation deliverables and transitions.

3.4.2 Training -- explain any proposed training solution. Include plans for training new employees beyond the initial training cycle, employee readiness evaluations, training feedback, student-instructor ratios, duration of training, etc. Include plans for updating and maintaining training plans, system documentation, operational documentation, etc. For the duration of the implementation or term of the contract as appropriate. Include any other training solutions that are available.

All courses, addressing both technical and administrative end users, would be included as a part of Ellucian's implementation services; there are no specific training courses related to Cloud Services. There are no prerequisites prior to the start of the project.

Recommended Training

Describe the strategy, methodology and plan for the proposed Training solution which best suits the University's organizational size and complexity during implementation and throughout the life of the product. This solution should

focus on the lowest risk option that ensures the Universities greatest level of success based on industry experiences at other higher educational institutions.

See previous response.

Provision is to be made for the training of support staff, technicians, and end users. This includes detailed recommendations of training methods, materials, trouble-shooting resources, bench-marks to monitor progress and a proposed time-line. Please also discuss alternative training strategies targeting lower cost of execution.

Please refer to our response at the beginning of 3.4.2.

- 3.4.3 Support services including hardware and software maintenance include an explanation of any proposed support services including performance guarantees. Identify all proposed maintenance including a detailed explanation of response times. Include any forms or agreements.

From Francis Marion University's perspective, electing to use the Supplier-Hosted solution picks up where the software implementation leaves off allowing for a seamless transition between implementation and post-implementation. Once the implementation activities have come to a close, and Francis Marion University staff is self-sufficient with the management of the Ellucian solutions, Cloud Services begins to take a more predominant role in supporting your environment.

Post live sustainment is an important step and begins as early as the Planning Phase of implementation and continues through Project Transition and Close. Ellucian values Francis Marion University's role as a R1 institution and global contributions to education and research, and understands the importance of minimizing institutional risk associated with the SIS implementation. Developing a post implementation support model will help mitigate this risk and support a smooth transition through project closure and Francis Marion University's management of the technology suite.

By creating a strong support structure and a culture of continuous learning, Francis Marion University will be positioned to achieve and sustain long-term success using Ellucian solutions and will provide a 21st Century experience for faculty, students and staff. Ellucian recommends the establishment of a Core Colleague team that will continue to meet on a regular basis and will be in charge of the ongoing governance of the Colleague SIS. Ellucian will provide guidance on the structure and membership of the Core team as a part of the planning process for going live.

Below are common governance best practices for the Core team:

- Help prioritize and manage Colleague and other Francis Marion University projects
- Continue to measure “ROI” (We will work with you to determine ROI metrics during the Project Planning phase and these metrics will be documented in the Project Charter)
- Consider a full-time “meeting space” for training, testing and collaboration sessions
- Manage end user documentation by creating a process for review and updating end user documentation on a continuous basis
- Develop an inventory of customizations and interfaces with annual review
- Document succession planning for key departmental positions
- Conduct an annual security review
- Document an oversight evaluation process for new software purchases
- Implement a power-user (and backup) roles and responsibilities model to include these tenets:
 - Serve as liaison between department staff and IT and Ellucian
 - Review new software announcements to determine best fit for department
 - Implement any new processes delivered with the updates
 - Update department procedures to reflect new processes
 - Assist department with creation and maintenance of department content for websites
 - Train staff on department’s business rules and best practices
 - Implement and maintain departmental processes and procedures
 - Stay current with training related to department needs
- Annually budget for user training and Ellucian conference attendance

Prior to going live on all of the Colleague solutions, Ellucian will plan with Francis Marion University for project transition and closure activities. Francis Marion University’s Program Manager, Executive Sponsor and other key stakeholders will engage with transition calls with Ellucian’s Project Manager, Client Partner, On the Ground team, Regional Delivery Director, and Customer Support Center representative.

The Client Partner – Ms. Gail Baird– will be your main point of contact with Ellucian when our project management services end. The Client Partner serves an important role as the liaison between Francis Marion University and Ellucian. They are responsible for providing your institution ongoing support by educating you on new solutions and reviewing our product roadmap. They will help align our services and solutions to meet your strategic needs.

The Cloud Services team will work with the Francis Marion University team to schedule when upgrades will be installed in the system. We will install the upgrades in the non-

production environment so Francis Marion University's team can complete testing and gain end user sign off. Once sign off is obtained the Cloud Services team will install the upgrades in the Production system. The expertise of the Cloud Services team will allow the Francis Marion University team to focus on the functional aspects of the upgrades and not on the technical aspects as the Cloud Services team has the experience with the systems.

In addition to the software support Action Line, the Cloud Service team offers a 24x7 Enterprise Operations Center (EOC) Support desk. The EOC monitors and provides first level triage support for the hosted environments in the event of a monitoring threshold breach. The EOC also maintains escalation and notification responsibilities to alert second and third level systems and application support personnel to work on any incidents. Second and Third level support is comprised of functional subject matter experts with knowledge of the Ellucian software and Francis Marion University's environment.

Ongoing Internal Functional and Technical Support

What is the recommended make-up of the internal (University) functional and technical support team post-implementation? What are the number of staff and level of skill sets required to adequately maintain the system after the implementation partner has left?

We have provided significant detail above for details regarding the recommended staff to support Colleague post- implementation in our previous responses.

Maintenance and Support Programs:

Specify the nature of any post-implementation and on-going support provided by the bidder including:

- Special plans defining "levels" of customer support (e.g., gold, silver, etc.). Define what level of support is being proposed. Define differentiators between levels, such as gold versus silver.

Multi-Level Maintenance Offerings

We realize that each customer has unique product support needs. To address these varying needs, we offer two tiers of Maintenance Advantage Program support, which gives customers the ability to choose the level of support that can help them to best address their goals and objectives. The two Tiers are called "Advantage" and "Advantage Plus", and the differences are detailed below:

Offering Elements	Advantage	Advantage Plus	Description and Value Add
Product enhancements	✓	✓	Get major and minor product releases and support, including correction detection and resolution support.
Regulatory releases	✓	✓	Get support for state, regional, and federal regulatory product releases.
Access to Ellucian community	✓	✓	Connect with an active, engaged, informed user community through regional groups and self-service portals for ideas, answers, and insights not only on Ellucian products, but also issues and trends in higher education.
24/7 online self-service	✓	✓	Download software and documentation around the clock, as well as access thousands of up-to-date articles, peer insights, and more than 1,900 user documents, including guides, handbooks, release guides, and release highlights.
Unlimited support	12/5	24/7*	Communicate with support analysts on functional or technical questions related to your Ellucian solutions, plus receive notifications when areas of interest are updated.
Customer case dashboard	✓	✓	Gain insight into the cases your institution has opened with Ellucian, monitor response times, and understand the status of each case.
Subscription library	✓	✓	Get basic training on your Ellucian product. In addition to boosting your

Offering Elements	Advantage	Advantage Plus	Description and Value Add
essentials**			product knowledge, this training serves as a prerequisite for more in-depth courses.

* Advantage Plus 24x7 support for Colleague, Recruiter, Advance, and PowerCampus covers production-critical cases.

** Subscription library content where available.

Offering Elements	Advantage	Advantage Plus	Description & Value Add
Subscription library fundamentals*		✓	Get access to more in-depth end user training in a pre-selected set of courses that provide greater detail on product features, functionality, and best practices for your Ellucian solution.
Annual service review		✓	Talk with an Ellucian client support specialist to review the use and performance of your Ellucian Maintenance Advantage Program and support resources, from case metrics and response times to patterns and opportunities for improvement.
Annual software review		✓	Talk with a client support specialist to assess your existing applications and versions and whether current and upcoming version releases make sense for your institution.
Priority case escalation		✓	Get high-priority attention from knowledgeable and appropriate

Offering Elements	Advantage	Advantage Plus	Description & Value Add
			Ellucian support staff for rapid case resolution when a case is escalated.
Technical Account Manager	Optional	Optional with discount	Benefit from this optional service involving a technical account manager who advises on business operations and optimization of your software infrastructure, so that you achieve sustainable value from the Ellucian solutions.

* *Subscription library content where available.*

- Delivery method of future upgrades and product enhancements including historical frequency of upgrades by module. Software Contractor’s obligations to provide upgrades as part of maintenance services shall include, without limitation, access to “Major Version Upgrades” and “Successor ERP Products” at no additional charge. “Major Version Upgrades” means versions of the ERP software in which the number to the left of the decimal point in the version number increases vis-à-vis the comparable number identifying the ERP Software initially installed. For example, ERP Software version 6.0 would be a Major Version upgrade from ERP Software version 5.0. “Successor ERP Products” means any products offered by the Software Contractor in the event that the ERP Software product is no longer supported by the Software Contractor or is no longer commercially available for purchase by other customers of the Software Contractor, that provide comparable functionality to the functionality the ERP Software provides to University.

Ellucian has provided significant information concerning maintenance and upgrades, please see Section 3, Exhibit 3, and Maintenance Advantage Overview. Concerning Successor ERP Products, as per our Maintenance Advantage Overview Francis Marion University will continue to receive upgrades for licensed products of Colleague while current with Maintenance. This proposal does not address an ERP that may eventually be a “successor” product.

- Identify any software costs that are not included in annual ongoing maintenance and support fees.

Please see our Business Proposal for pricing information.

- Any anticipated mid-implementation upgrades. If any are planned, the estimated work effort and related costs associated with such tasks should be included in the proposal.

Because schedules have not yet been determined, it is difficult to identify which, if any, upgrades would occur during the Colleague implementation process. The estimated work effort depends on the size and complexity of the release and the amount of data being updated at your institution. Enhancements to application areas and software maintenance updates occur throughout the year in targeted releases.

Ellucian's Maintenance Advantage Program includes these updates and enhancements to software that the institution has licensed, and that Ellucian has not priced and marketed separately, and are loaded as needed by our clients. Ellucian continues to work on enhancing both our applications and the technology stack utilized.

Ellucian publishes product roadmaps for all of our products on our public web site at <http://www.ellucian.com/Roadmaps/>.

- Availability of user groups and their geographic areas.

User Groups

As mentioned above, as an Ellucian Maintenance Advantage Program member, you would be invited to attend our annual User Group meeting, Ellucian Live. This event is held annually and is the primary forum for ongoing user education and direct client involvement with the continuous development of our products and services. It is also a place where clients can interact and discuss issues relevant to higher education and technology. Reviews of new releases are also an important facet of the conference. Ellucian Live is the highlight event of the year. User representation is very high, and the location alternates throughout North America, to best accommodate our clients. Ellucian staffs this conference.

In addition, regional users groups are active throughout the higher education community and operate independent of Ellucian. Francis Marion University can connect with an active, engaged, informed user community through regional groups and self-service portals for ideas, answers, and insights not only on Ellucian products but also

issues and trends in higher education. Regional users groups provide a forum for users to meet with their peers to discuss specific issues and procedures as they relate to our products and to obtain training on new system features. Ellucian's participation in regional conferences provides interaction opportunities for our client groups, and allow for discussion on common implementation issues and new product enhancements. We work directly with the regional user groups in providing personnel experienced in conducting client-requested sessions and assistance in developing the user group agenda.

For more information, please visit:

<http://www.ellucian.com/ellucianlive/>

eCommunities

Our eCommunities are another customer resource. The eCommunities facilitate communication between our customers sharing similar interests. The eCommunities are moderated and provide a highly advanced vehicle for exchanging information. They were implemented in direct response to customer requests for a more dynamic collaboration tool that would better connect users to colleagues and peers in their respective communities. Access to the eCommunities is granted automatically to anyone who has a login on our website.

The eCommunities are divided into categories mirroring the customer communities on our website as detailed under the Customer Communication Communities section below.

Under each of the major categories are individual eCommunities covering a wide range of areas. A person with a valid login to the customer's only section of our website can access the eCommunities to post a topic, a query, or post a reply to topics submitted by others.

ECommunities Include:

- Students
- Finance
- Financial Aide
- Human Resources
- Technology Management
- Special Interests
- Regional Users Groups
- Problem reporting and resolution procedures.

Ellucian Support Center

Ellucian Support Center is our self-service tool which is housed within the Colleague client's website. Ellucian Support Center includes a robust search tool to allow your staff to search by topic, keyword, screen name, process, etc. The user interface is intuitive and flexible providing you with the tools you need to quickly find the information you need. Clients have 24/7 access to our extensive knowledge base of support solutions which provide answers and fixes to commonly asked questions and problems. An advanced, state-of-the-art search engine facilitates navigation of the knowledge base. Published FAQs benefit from embedded screenshots and formatted text.

In addition to the search capability, clients can submit and monitor software issue reports, submit ideas about software enhancements, and various other capabilities.

Case Management

While the Ellucian Action Line cannot guarantee a specific response time regarding cases, procedures are in place to deal with the severity of the incident and the appropriate steps we need to take to help ensure a satisfactory resolution. The criticality of a case determines our response time.

Priority 1 – Critical: A Priority 1 – Critical Case is an interruption of live operation or severe problems during critical operations where the client is experiencing a full failure which prevents critical processing. A Critical Case receives the highest priority and immediate attention during contracted service hours. When phoned in, Priority 1-Critical cases would be forwarded directly to the appropriate Action Line Analyst to work on until the issue is closed or is no longer an emergency. When submitted electronically, cases classified as Priority 1- Critical should receive a response within two business hours. Regardless of the submission method, we do request that you have the proper resources available to us while we are working on the issue.

Priority 2 – High: A Priority 2 – High Case indicates that the client is experiencing a partial failure which prevents critical processing. Priority 2 – High Case is typically a time critical question or a high profile issue that is not causing the same level of interruption as an emergency. Colleague cases classified as high should receive a response within four business hours.

Priority 3 – Medium: A Priority 3 – Medium Case indicates that the client is experiencing intermittent failure or a problem that causes a significant delay in critical processing, but is not as pressing as a High or Critical Case. Colleague cases classified as medium should receive a response within one business day.

Priority 4 – Low: A Priority 4 – Low Case indicates that the client has a question or are experiencing problems that do not significantly affect critical/non-critical processing. Colleague cases classified as low should receive a response within two business days.

Escalating the Case

If you did not receive a response from us in the necessary time frame, you would contact the Ellucian Action Line to raise the priority of the case. If, at any time, you were not comfortable with the progress on a case, if service provided to you was not satisfactory, or whenever you felt that further escalation was needed, you would contact the Escalation Manager.

We have a very responsive and knowledgeable Ellucian Action Line organization, as evidenced by our 96% customer satisfaction rating. Our Action Line Analysts are in constant communication with the customer regarding individual incidents by phone, email, and/or fax.

- “Bug” fixes and patches.

Please refer to question “Any anticipated mid-implementation upgrades”. If any are planned, the estimated work effort and related costs associated with such tasks should be included in the proposal for details regarding upgrades.

- Support provided for third-party solutions.

All first line support for proposed third-party solutions is provided by the Ellucian Action Line.

- Other support (e.g., on-site, remote dial-in, Web site access to patches, fixes and knowledge base)

Please see our response to question “Telephone support (include toll-free support hotline, hours of operation, availability of twenty-four seven (24-7) day hotline, etc.)” for details regarding post-implementation support.

- 3.4.4 Data conversion requirements should include who is responsible for developing any data conversion programs, what the acceptable level of conversion, how many records are to be converted, who is responsible for entering any records that do not convert properly, etc.

Data Migration Services – An integral part of the implementation of Colleague is a strong, clear data migration strategy ensuring all areas of the organization will have the necessary information in the new system and eliminating the burden of using of multiple systems for the day to day operations.

There are a number of considerations that we seek to understand in order to determine the most cost efficient data migration approach, including the quality of legacy data and the volume of historical records. We strive to develop an approach that will support the holistic nature of the ERP data so that the institution reaps the benefit of a fully integrated system. We also recognize that there may be more than one data migration approach and strategy, taking into consideration the unique line of business at Francis Marion University.

Each migration will be conducted in conjunction with the business cycles to prevent duplicate entry of data and to remove the need for extensive 'clean-up' after the electronic migration has been completed.

Our data migration program includes an education workshop about the data migration process to permit an institution's implementation and technical teams a platform to understand the attributes and objectives of programmatic data migration, Then, a more detailed discovery of business needs and processes is conducted to permit a refinement of the plan.

Our highly experienced consultants will work with your implementation team to provide a thorough understanding of how legacy data migrates to our Ellucian applications. And, we will assist your team using best practices to migrate your key legacy data into Colleague to help meet your implementation schedule.

During the data migration discovery we will interview your key personnel to develop timelines for each component of the relevant Colleague applications, detailing each phase of the migration effort (initial load, preproduction load, production load) for the applicable Colleague modules. At the conclusion of the discovery engagement, Francis Marion University will have a working plan for the migration of legacy data into the Colleague application, a mutually agreed upon set of data to be migrated, pre-migration data integrity review assignments and agreement for which method of migration will be used.

The various methods that will be utilized to bring your data into Colleague include:

Programmatic Data Migration: using pre-configured maps and our data migration tool (ELF), a process is used to match the various data fields found on the legacy systems to the fields where that data will be stored in Colleague. The migration tool uses translates tables that allow you to change code values to new code decisions. The translate tables may also be used to change codes for inconsistent or incorrect historical data. Data testing will be conducted by your IT and project teams to verify information that is ultimately migrated accurately into the Colleague production environment. Thorough testing by the project teams prior to the live run provides the opportunity for best possible outcome and reduces the need for post-live clean-up, which, if necessary, would be the responsibility of the team with guidance from the Ellucian analyst. Each migration will be conducted in conjunction with the planned live business cycles to reduce duplicate entry of data and to mitigate the need for extensive 'clean-up' after the electronic migration has been completed. Ellucian will provide data entry best practices as well as technical

assistance and best practices related to the creation of data extracts, file testing, error analysis/resolution and run-to-production procedures.

Import Utilities: created to accommodate a direct load of specific data sets into their respective Colleague tables. The process to define and load this data is facilitated and completed by an Ellucian consultant.

Manual Data Entry: recommended when the volume of historical records is appropriate and time and cost savings can best be realized through manual entry. Ellucian will provide best practices for the manual input of data from legacy to the Colleague environment.

- At the conclusion of the discovery engagement, we will provide a Data Migration Plan that:
 - Identifies each key activity;
 - Documents resource responsibilities; and
 - Outlines completion dates and duration activities.

Ellucian will provide project coordination services to monitor the testing of the data migration programs and cutover for live operations. The duration and delivery of programs is closely aligned with the implementation plan and live dates for each of the business areas.

Ellucian led mapping engagements and building of custom migration programs for each of Francis Marion University following migration data sets are included in the proposed services. The Francis Marion University project team is responsible for extracting the data from legacy in the designated format. There is no limit on the volume of data; but as part of the project planning, we have detailed discussions around how many records within the parameters of the data migration programs included will drive decisions as to what makes the most sense for your situation.

- Demographics: name and address data for students, employees, staff, etc.
- Zip Code data from purchased commercial file
- Institutions from purchased College Board Files
- Student data: including admit status, class rank, academic level and other data specific to person's role as a student.
- Student Transcripts (Academic Records)
- Transfer Credit Detail: courses taken by transfer student at other institution of higher education that can be linked to an institution record
- Admissions: prospects and/or applicants, including educational intent
- Student's High Schools Attended—data from person's attendance at high school
- Student's Other Institutions Attended: data from person's attendance at other institution of higher education
- Student's Home Institutions Attended: data from person's attendance at home (client) institution

- Test Scores: for tests taken (SAT, ACT, Placement, etc.) and for non-course work taken (such as military credit)
- Student Standings (Honors, Probation, etc.)
- Student Remarks Import: free form information, more extensive than Student Comments
- Restrictions: administrative holds placed on students
- Financial Aid History
- Accounts Receivable Invoices: balance forward
- Vendors

3.4.5 Service level agreements (SLA) with performance commitments. If appropriate, include industry standard response times and performance requirements for normal business processing and/or critical business processing as appropriate.

Ellucian is proposing an on-premises deployment of the Colleague solution. We would be happy to discuss other deployment options in detail at a later date.

Ellucian closely monitors system performance as each new hardware platform has been benchmarked by Ellucian using Colleague software, a representative database, and workstations running a typical mix of higher education functions. The proposed system that Ellucian recommends will support the number of concurrent users to meet your institution's needs. Based on our knowledge level of your setup we would be happy to engage in additional discussions to ensure acceptable transaction processing performance.

Colleague has been designed to minimize network bandwidth requirements. Through the use of caching and intelligent data exchange, Colleague exhibits network utilizations that are less than legacy character applications. A conversation with an existing client running a similar network may be the best way of benchmarking your environment. Ellucian would be happy to connect you with a similar site for comparison.

Ellucian has designed a number of features into Colleague, which ensure excellent performance across the entire product suite on all platforms:

- Compiled Code—All code is compiled, not interpreted, so performance is optimized
- Database Design—Efficient table designs minimize redundant data
- Indexes—Extensive indexes are used throughout Colleague. These may be tailored to meet unique user requirements.
- Thin Client Interfaces—Ensures that network traffic requirements are limited
- Parameters—Many system parameters may be easily adjusted to optimize performance

Ellucian is confident that excellent performance will be achieved if the recommended configuration guidelines are followed, but cannot guarantee the specified requirements. Factors such as the network's performance will have a major impact on overall response time but cannot be predicted with the current information. Again, this investment will be protected because the proposed system should be large enough to support substantial growth capacity.

Apache JMeter may be used to test performance both on static and dynamic resources (files, Servlets, Perl scripts, Java Objects, Data Bases and Queries, FTP Servers and more). It can be used to simulate a heavy load on a server, network or object to test its strength or to analyze overall performance under different load types. You can use it to make a graphical analysis of performance or to test your server/script/object behavior under heavy concurrent load. Ellucian currently provides JMeter testing scripts to assist our clients.

For additional information, please see our sample contract provided in Section 3, Exhibit A.

3.4.6 Disaster recovery plans should be included, as appropriate.

The Contractor shall provide an off-site (within the Continental United States) disaster recovery strategy to cover the University from critical systems failure or catastrophic event that would damage or destroy the Data Center and computing equipment.

Ellucian is proposing an on-premises solution in response to this RFP. Off-site disaster recovery is provided in a hosted deployment of Colleague and we would be happy to discuss that solution at a later date.

Most institutions have existing business continuity and disaster recovery plans in place. The ERP should be incorporated into these plans and should be in place prior to the first functional rollout.

There are various means to maintain business continuity, such as backup to tape/disk with restore to physical servers, replication with SQL Server, Vmware/Hyper-V with SAN replication, Vmware with Site Recovery Manager, clustering, SAN redundancy, or Load-balancing. These optional solutions are hardware dependent and can be provided by your hardware vendor.

Ellucian recommends separate production and development environments as an additional means of stability. Our solution also includes two levels of software recovery capabilities: transaction commit and transaction logging. Both processes are independent of operating systems and database management systems. This capability mitigates the possibility of incomplete system updates during computer and disk failures, and supports more comprehensive recovery procedures.

Recovering from losing an entire system is a part of a disaster recovery plan. Additionally, some customers choose to separate completely their production and development environments as a way to ensure that the production environment remains stable. This machine would be located in a different location than your production server. Other clients have a partnership with a nearby business that has similar hardware. When a disaster occurs, the institution would then restore Colleague from offsite tape onto the partner's hardware. There are other options available through a hardware vendor that accommodates an entire system failure with multiple systems and a shared disk environment.

Our solution includes two levels of software recovery capabilities: transaction commit and transaction logging. Both processes are independent of operating systems and database management systems. This capability mitigates the possibility of incomplete system updates during computer and disk failures, and supports more comprehensive recovery procedures.

We are prepared to support our clients in the event of a disaster with emergency support personnel to assist in recovery efforts. Hurricane Katrina, for example, affected several Ellucian clients. We responded by utilizing our technical support staff called the Solution Center to coordinate affected clients with non-affected clients. This network provided affected clients with places to host data and emergency backup files as well as providing immediate shelter and/or classroom space for affected clients. Ellucian, in partnership with all clients has acted as a centralized repository of information for several natural disasters.

Ellucian technical consulting can also provide consulting to help your institution develop meaningful disaster recovery plans. This is an optional service at an additional cost.

3.4.7 Back-up plans for proposed network, data, and systems outages and disruptions, if appropriate.

Our solution includes two levels of software recovery capabilities: transaction commit and transaction logging. Both processes are independent of operating systems and database management systems. This capability mitigates the possibility of incomplete system updates during computer and disk failures, and supports more comprehensive recovery procedures.

Ellucian clients have a choice to use either OS or database products for their backup and recovery activities. Many products are available. Consult the host operating system documentation and vendor documentation to determine what procedures should be used at your site.

The SQL Server Database provides complete backup and recovery utilities. The database relies on the operating system to provide device drivers to communicate with disk drives, tape drives, terminals, printers and other hardware.

Ellucian recommends at the very least backing up the data files to magnetic tape nightly. A disk to disk to tape backup strategy would also be a viable option. The database can be backed up to tape using the operating system's utilities or the relational database management system's optional tape utility. Each database provides a set of backup and restore utilities to manage every aspect of backup and restore. These databases allow incremental backups, definition of multiple backup schedules, on-line backups, ad hoc backups, generation of management reports, and unsupervised backups.

Ellucian recommends the system be taken offline to run backups and to load new releases.

Both full and incremental backups can be taken while the database is running. The system does not have to be shut down; however, it is better if the system is quiescent and file activity,

especially "deletes", is either limited or eliminated. While not a problem to keep production going, scheduled backups are usually performed at 2-3 a.m. when the system is likely to be quiescent.

If your institution does not want to have quiescent time for backups, the hardware can be configured with redundant disk technology. This allows the system to isolate the data being backed up while the users are actively utilizing the system.

3.4.8 Warranties -- include all functional, performance, and quality of workmanship warranties. Describe acceptable warranty performance specifications and warranty performance reporting to include number of calls, number and type of repairs and changes, etc.

Except with respect to certain third-party software and/or components, Ellucian warrants that the then-current unmodified version of each baseline software system licensed by Ellucian, as used by the licensee for its in-house, noncommercial computing operations, will operate, for a period of twelve (12) months, in all material respects in accordance with the then-current documentation for that particular licensed system. Under the warranty, Ellucian provides its customers with corrections of or avoidance procedures for documented defects in the licensed software. This warranty of the baseline system is abrogated in the event that such system is modified by any party, unless the modification is provided by Ellucian as a correction of or an avoidance procedure for a documented defect (or if Ellucian provides the modification through Ellucian's Maintenance Agreement), or if a customer does not implement changes that Ellucian provides to correct the software system. The specific terms of the warranty provided by Ellucian are set forth in the Ellucian Agreements. In addition, under Ellucian's Maintenance Agreement, during the period for which an Ellucian customer has entered into an agreement for maintenance services, Ellucian provides its customers with corrections of or avoidance procedures for documented defects in the licensed software.

Please also see our Sample Contract presented as Section 3, Exhibit A.

3.5 Intellectual Property

Explain the ownership rights to all proposed intellectual property.

Ellucian is primarily concerned about protecting the integrity of its, and its vendors', intellectual property and proprietary rights in the proposed software. Accordingly, Ellucian or its third-party partner (as applicable) retains title to computer programs and related information developed by Ellucian or by its customer if such programs are derivative works of the software products licensed for use by Ellucian.

3.6 Staffing

3.6.1 Contractor

3.6.1.1 Key staff, their resumes, and areas of responsibility on this project

Please see our response to question “The University and Contractor Roles and Responsibilities” above regarding the Ellucian Implementation Team and their roles and responsibilities.

Ellucian does not provide personal employee information at the proposal stage. We do provide sample anonymous professional biographies of the services staff who would be working on your implementation. These skill level biographies are located below.

<i>Student Consultant</i>	
<i>Project Role:</i>	Colleague Student Consultant
<i>Project Responsibilities:</i>	<ul style="list-style-type: none"> • Consult on policy and procedural matters to facilitate best configuration of Colleague Student • Engage in functional testing of conversion, integrations, and configuration • Add value through training, configuration, and decision-making as functional subject-matter expert (SME) across the Colleague Student module (including training, hands-on configuration, and testing • Develop presentations and training materials as needed for clients with specialized needs. • Consult with Clients on procedural matters to support maximum results from Colleague Student system.
<i>Primary Areas of Expertise:</i>	<ul style="list-style-type: none"> • Colleague CORE • Colleague Student <ul style="list-style-type: none"> • Admissions Application Interface • Standardized Test Score Import Process • Academic Equivalencies (Transfer) / (Noncourses – “Tests”) • Academic Records • Recruitment and Admissions Management • Retention Alert (Student Retention) • Curriculum Management • Faculty Information • Registration • Residence Life / Housing • Colleague for the International Student - SEVIS • Continuing Education / Community Education • Instant Enrollment • WebAdvisor Student Parameters

Student Consultant	
	<ul style="list-style-type: none"> • Communications Management • Technical <ul style="list-style-type: none"> • Rules Processing • Computed Columns • Envision and Colleague File Structure • Student System Reporting • Planning <ul style="list-style-type: none"> • WebAdvisor Planning • Live Simulation Planning • Instant Enrollment Planning
Years of Experience:	<ul style="list-style-type: none"> • 23 years Ellucian experience • 12 years higher education experience
Education and Degrees:	<ul style="list-style-type: none"> • B.A., Liberal Arts and Speech Communication, St. Vincent College

Student/Accounts Receivable Consultant	
Project Role:	Colleague Student/Accounts Receivable Consultant
Project Responsibilities:	<ul style="list-style-type: none"> • Consult on policy and procedural matters to facilitate best configuration of Accounts Receivable within Colleague Student • Engage in functional testing of conversion, integrations, and configuration • Add value through training, configuration, and decision-making as functional subject-matter expert (SME) in Colleague Accounts Receivable (including training, hands-on configuration, and testing) • Develop presentations and training materials as needed for clients with specialized needs. • Consult with Clients on procedural matters to support maximum results from Colleague Accounts Receivable
Primary Areas of Expertise:	<ul style="list-style-type: none"> • Colleague Core • Colleague Student <ul style="list-style-type: none"> • Accounts Receivable • Cash Receipts • Residence Life / Housing • Student Finance Views – Self Service on WebAdvisor/Portal • WebAdvisor Parameters for Student Financials • Communications Management • Technical <ul style="list-style-type: none"> • Rules Writing • Computed Columns • Envision and Colleague File Structure • SQL Query Writing • Student System Reporting

Student/Accounts Receivable Consultant	
Additional Areas of Knowledge:	<ul style="list-style-type: none"> • Colleague Financials • Registration and Records • Curriculum and Faculty Information
Years of Experience:	<ul style="list-style-type: none"> • 12 years Ellucian experience • 3 years higher education experience • 9 years relevant experience
Education and Degrees:	<ul style="list-style-type: none"> • Bachelor of Science, Accounting, Northern Illinois University • Certified Public Accountant

Human Resources Consultant	
Project Role:	Colleague Human Resources Consultant
Project Responsibilities:	<ul style="list-style-type: none"> • Consult on policy and procedural matters to facilitate best configuration of Colleague HR • Engage in functional testing of conversion, integrations, and configuration • Add value through training, configuration, and decision-making as functional subject-matter expert (SME) across the Colleague HR module (including training, hands-on configuration, and testing) • Develop presentations and training materials as needed for clients with specialized needs. • Consult with Clients on procedural matters to support maximum results from Colleague HR system.
Primary Areas of Expertise:	<ul style="list-style-type: none"> • Colleague Human Resources <ul style="list-style-type: none"> • Payroll & HR • Year End Processing • Faculty Assignment Contracts • Position Management • Web Time Entry • Usage Audit & Business Processing Analysis (BPM) • Affordable Care Act Processing • Benefit Enrollment Online • Projects Accounting • Leave Requests Online • Assignment Contracts • Benefits Enrollment Online • Communications Management for HR • IPEDS Reporting • W-2 Processing • Web Time Entry
Years of Experience:	<ul style="list-style-type: none"> • 26 years Ellucian experience

Human Resources Consultant	
	<ul style="list-style-type: none"> • 7 years higher education experience
Education and Degrees:	<ul style="list-style-type: none"> • MBA, Personnel Administration, Farleigh Dickinson University • BBA, General Business, Pace University • AAS, Queens Borough Community College • SPHR, Senior Professional in Human Resources

Financial Aid Consultant	
Project Role:	Colleague Financial Aid Consultant
Project Responsibilities:	<ul style="list-style-type: none"> • Consult on policy and procedural matters to facilitate best configuration of Colleague Financial Aid • Engage in functional testing of conversion, integrations, and configuration • Add value through training, configuration, and decision-making as functional subject-matter expert (SME) across the Colleague Financial Aid module (including training, hands-on configuration, and testing) • Develop presentations and training materials as needed for clients with specialized needs. • Consult with Clients on procedural matters to support maximum results from Colleague Financial Aid system.
Primary Areas of Expertise:	<ul style="list-style-type: none"> • Colleague Financial Aid <ul style="list-style-type: none"> • Annual Setup • Auto-Packager • COD Processing • Communication Management for Financial Aid • Direct Loan Processing and Reconciliation • Electronic Loan Processing • FISAP • Financial Aid Audits • ISIR Processing • PELL Processing and Reconciliation • Return of Title IV • Rules for Financial Aid • Satisfactory Academic Progress • Transfer Monitoring • WebAdvisor Setup for Accept/Reject • WebAdvisor Setup for Direct Loan Application • Work-Study
Years of Experience:	<ul style="list-style-type: none"> • 16 years Ellucian experience • 18 years higher education experience

<i>Financial Aid Consultant</i>	
<i>Education and Degrees:</i>	<ul style="list-style-type: none"> • Bachelor of Science, Human Resource Management, Southern Wesleyan University • Associate Degree, Computer Technology, Tri-County Technical College, Pendleton

<i>Finance Consultant</i>	
<i>Project Role:</i>	Colleague Finance Consultant
<i>Project Responsibilities:</i>	<ul style="list-style-type: none"> • Consult on policy and procedural matters to facilitate best configuration of Colleague Finance • Engage in functional testing of conversion, integrations, and configuration • Add value through training, configuration, and decision-making as functional subject-matter expert (SME) across the Colleague Finance module (including training, hands-on configuration, and testing) • Develop presentations and training materials as needed for clients with specialized needs. • Consult with Clients on procedural matters to support maximum results from Colleague Finance system.
<i>Primary Areas of Expertise:</i>	<ul style="list-style-type: none"> • Colleague Finance <ul style="list-style-type: none"> • Chart of accounts design and mapping • General ledger • Purchasing • Accounts Payable • Fixed Assets • Budget Management • Finance Self-Service (WebAdvisor) • Financial reporting options • Grants and Projects Management • Synoptix • Colleague Reporting & Operating Analytics (CROA)
<i>Years of Experience:</i>	<ul style="list-style-type: none"> • 15 years Ellucian experience • 11 years higher education experience
<i>Education and Degrees:</i>	<ul style="list-style-type: none"> • BS, Business Administration with concentration in Finance, Central State University, Wilberforce, Ohio • MA, Business Management, Antioch McGregor University, Yellow Springs, Ohio

Technical Consultant

Technical Consultant	
Project Role:	Colleague Technical Consultant
Project Responsibilities:	<ul style="list-style-type: none"> • Performs data migration services and technical consulting as it relates to Client legacy data in support of Colleague implementation • Conducts detailed analysis and mapping to develop specifications unique to each Client • Develops data migration programs using Envision or ELF (Electronic File Transfer tools) and executes these programs • Provides training to Client Project Team on migration process and error resolution best practices
Primary Areas of Expertise:	<ul style="list-style-type: none"> • Colleague Data Migrations to all applications: <ul style="list-style-type: none"> • Core • Student • Advancement • Finance • Human Resources • Electronic File Transfer (ELF) programming • Envision programming • Colleague customization • Recruiter-Colleague integration customization • Admissions Application Interface (AAI)
Years of Experience:	<ul style="list-style-type: none"> • 15 years Ellucian experience • 15 years higher education experience
Education and Degrees:	<ul style="list-style-type: none"> • MBA, University of Pittsburgh, Finance • BA, Western Maryland College, Economics and Business Administration

Project Manager	
Project Role:	Project Manager
Project Responsibilities:	<ul style="list-style-type: none"> • Provide Project Management Leadership for client projects using the Ellucian Implementation Methodology (EIM). • Perform Project Management responsibilities within the scope of Project Management Services proposed to support the implementation
Primary Areas of Expertise:	<ul style="list-style-type: none"> • Certified Project Management Professional (PMP) • Colleague Project Management • Manage large, complex technical ERP engagement solutions • Manage project budgets • Strong leadership, organization and communication skills • Issue Identification and resolution using a collaborative approach
Years of Experience:	<ul style="list-style-type: none"> • 32 years higher education experience

<i>Project Manager</i>	
<i>Education and Degrees:</i>	<ul style="list-style-type: none"> • 24 years Ellucian experience • Bachelor of Science, Nazareth College of Rochester • M.S. in Management Science, Graduate School of Management, Binghamton University • Project Management Professional (PMP), certified through the Project Management Institute

3.6.1.2 Other support staff provided by Contractor, by number and areas of responsibility on this project

Our governance structure is designed to support the management of your project as a cohesive whole. We provide a consistent team and management model that sees the project through, from inception to delivery, focused together on working toward your vision and keeping your project on track. The roles that Ellucian is proposing include:

Executive Sponsor: Our Professional Services Vice President for South Carolina, Tommy Guercio, will monitor the progress of the project, conduct quarterly review meetings, and help resolve major issues.

Regional Delivery Director: Ellucian will provide a Regional Delivery Director that will oversee all projects within his span of control. Nancy Hughes, the Regional Delivery Director for South Carolina will be a key stakeholder in this project and will conduct periodic Project Reviews that are internal to Ellucian. These Project Reviews will include the Ellucian Project Manager and Ellucian Professional Services Vice President and are designed to keep Ellucian stakeholders aware of the progress and informed of any identified risks.

Project Manager: A Full-time Project Manager will be assigned to this project and will work in conjunction with the Francis Marion University Project Manager and the Ellucian Functional Consultants. The Ellucian Project Manager is a member of 50 plus Project Management Team within the Ellucian Project Management Office. The assigned Project Manager has access to the collective knowledge of their entire team or professionals. The Ellucian Project Manager oversees the implementation team and consultant assignments, validating that we have the right people doing the right jobs at the right time and checking that results are aligned with expectations at every stage of the implementation.

Project Leadership Team: Functional Consultants for each of the major solution components will be assigned to this project. Our teaming model positions these consultants as part of your Project Teams, working side by side throughout the implementation to engage your stakeholders in every aspect of the implementation.

Our team works collectively, sharing information across business areas so that decisions are made and with the holistic view of the future state solution.

3.6.2 State the number of state employees necessary and what training and skill levels are anticipated?

Please refer to our response to question “The University and Contractor Roles and Responsibilities” for these details.

3.6.3 Other -- are there any other staffing requirements?

Periodically we may need to engage various stakeholders for topic that are very specific and for which we may need additional information and input. These users may be needed to provide additional information and insight into requirements needed to implement the Colleague solution.



MASTER TERMS AND CONDITIONS

WITH

«INSTITUTION»
«ADDRESS»
«CSZ»
("Client")

As of the latest signing date below, Ellucian (through one of its affiliated companies) and Client agree that these Master Terms and Conditions will separately apply to each Order Form and will constitute a separate and independent contract between the parties to the Order Form. "Ellucian" means, in each instance, the Ellucian entity that enters into an Order Form with Client. By the execution of these Master Terms and Conditions and an Order Form, each executing party represents and warrants that it is bound by the signature of its respective signatory.

Ellucian	Client
BY: _____ On Behalf of the Ellucian Companies	BY: _____
PRINT NAME: _____	PRINT NAME: _____
PRINT TITLE: _____	PRINT TITLE: _____
DATE SIGNED: _____	DATE SIGNED: _____

1. **DEFINITIONS.** Each term defined below has the meaning given to that term below whenever the term is used in these Master Terms and Conditions. Other capitalized terms are defined elsewhere in these Master Terms and Conditions.
- 1.1 “Baseline” means the general release version of the Software as updated through Ellucian’s provision of both warranty services (as provided in Section 8.1) and Software Support Services, but without any other modification.
- 1.2 “Defect” means a material deviation between the Software and its Documentation for which Client has provided Ellucian with reasonably detailed information such that Ellucian can replicate the deviation.
- 1.3 “Delivery Address” means the Client shipping address identified in an Order Form.
- 1.4 “Delivery Date” means the date on which the Software is shipped or otherwise made available to the Delivery Address F.O.B. place of shipment.
- 1.5 “Documentation” means the on-line and hard copy functional and technical specifications that Ellucian provides for the Software or Subscription Services (as applicable), and that describe the functional and technical capabilities of the Software or Subscription Services (as applicable).
- 1.6 “Enhancements” means Baseline changes to the Software that increase the functionality of the Software.
- 1.7 “Equipment” means the hardware and systems software configuration identified in the Order Form as the Equipment.
- 1.8 “Execution Date” means, with respect to an Order Form, the latest date shown on the signature page of that Order Form.
- 1.9 “Intellectual Property Rights” means all patents, patent rights, patent applications, copyrights, copyright registrations, trade secrets, trademarks and service marks and Confidential Information.
- 1.10 “Maintenance” means providing Client with avoidance procedures or corrections for Defects. The details and procedures relating to the provision of Maintenance for the Software (collectively, the “Maintenance Standards”) are specified in the Software Support Services Order Form. Maintenance Standards may also be specified in a Term License Order Form or a Subscription Services Order Form.
- 1.11 “New Releases” means new editions of the Software.
- 1.12 “Order Form” means an ordering document between Client and an Ellucian Company that expressly references and incorporates these Master Terms and Conditions. Order Forms consist of the following: Perpetual License Order Forms; Term License Order Forms; Subscription Services Order Forms, Professional Services Order Forms; and Software Support Services Order Forms.
- 1.13 “Software” means a computer software program: (i) licensed pursuant to a Perpetual License Order Form or a Term License Order Form; or (ii) utilized pursuant to a Subscription Services Order Form. Software includes source code (if provided), object code, Documentation, all updates and modifications, and all Intellectual Property Rights for the Software.
- 1.14 “Software Supplement” means additional terms and conditions applying to particular Software, as specified in an Order Form. If any terms of a Software Supplement conflict with any other terms of an Order Form, the terms of the Software Supplement will control.
- 1.15 “Software Support Services” means, collectively, Maintenance, Enhancements and New Releases.

2. LICENSE GRANT.

- 2.1 Perpetual License. For the Software identified on a Perpetual License Order Form, Ellucian grants Client a perpetual, non-exclusive, non-transferable license to use and copy the Software for use on the Equipment within the United States of America for Client's internal use only.
- 2.2 Term License. For the Software identified on a Term License Order Form, and only during the License Term specified on the Term License Order Form, Ellucian grants Client a non-exclusive, non-transferable license to use and copy the Software for use on the Equipment within the United States of America for Client's internal use only.
- 2.3 Subscription Services. For the Software identified on a Subscription Services Order Form, and only during the Subscription Term specified on the Subscription Services Order Form, Ellucian grants Client a non-exclusive, non-transferable license to access and use the Software on a remote-access basis within the United States of America for Client's internal use only. The Software access and utilization to be provided to Client by Ellucian under a Subscription Services Order Form is referred to as the "Subscription Services."
- 2.4 Web Access. The license(s) granted in Sections 2.1-2.3 include the right for Client to allow Client's prospective students, students, parents of students, alumni, faculty and administration having a need to know to access the screen displays of the Software on a web-enabled basis for the purpose of viewing, inputting, and/or querying data within the scope of Client's permitted use of the Software ("Web Access").
- 2.5 Right to Grant License and Ownership. Ellucian has the right to grant Client the license to use the Software and Subscription Services as described herein. Except as otherwise indicated in a Software Supplement, Ellucian owns all right, title and interest in and to the Software and Subscription Services, including all Intellectual Property Rights therein.
- 2.6 Reservation of Rights. Any rights not expressly granted by Ellucian in an Order Form are expressly reserved by Ellucian.

3. CERTAIN RIGHTS AND RESTRICTIONS.

- 3.1 Source Code. If an Order Form does not otherwise provide that Client has a license to use source code for the Software, then Client has no rights in or to the source code for that Software. Only with respect to the Software licensed pursuant to a Perpetual License Order Form or a Term License Order Form for which the source code is so licensed, Client has the right to compile, modify, improve and enhance the Software.
- 3.2 Object Code. Client has right to use the Software in object code form. Client also has the right to use Software licensed pursuant to a Perpetual License Order Form or a Term License Order Form in object code form temporarily on another configuration that is supported by Ellucian, for disaster recovery of Client's computer operations.
- 3.3 No License for Other Software. The media containing the Software may also contain code for which Client is not granted a license for use. Client may not use any code for which Client is not expressly obtaining a license for use under an Order Form.
- 3.4 Copies of Documentation. Except as otherwise provided for in a Software Supplement, Client has the right to make a reasonable number of copies of the Documentation for the Software for its use in accordance with the terms of the applicable Order Form.
- 3.5 Reverse Engineering. With regard to any Software that is licensed in object code only, Client is prohibited from causing or permitting the reverse engineering, disassembly or decompilation of the Software.

- 3.6 Prohibition on Shared Use. Client is prohibited from using the Software for the benefit of any institution, entity, consortium, venture or similar arrangement other than Client.
- 3.7 Export Restrictions. All Order Forms are expressly made subject to United States government and other applicable laws, regulations, orders or other restrictions regarding export from the United States or another country, and import into any country, of computer hardware, software, technical data or other items, or derivatives of such hardware, software, technical data or other items. Client will not allow the Software, in whole or in part, to be exported outside of the United States of America, in any manner or by any means, without in each instance obtaining Ellucian's prior written consent and, if required, a validated export license from the Office of Export Administration within the United States Department of Commerce and such other appropriate United States governmental authorities. However, Client may permit Web Access from outside of the United States subject to compliance with United States law. Client is prohibited from directly or indirectly exporting (or re-exporting) or providing access to the Software: (i) to Cuba, North Korea, Iran, Sudan, Syria or any other country to which the United States has embargoed goods (including, for these purposes, any national or resident of any such country); or (ii) to anyone on the United States Treasury Department's List of Specially Designated Nationals, List of Specially Designated Terrorists or List of Specially Designated Narcotics Traffickers, or the United States Commerce Department's Denied Persons List.
- 3.8 Intellectual Property Rights Notices. Client is prohibited from removing or altering any of the Intellectual Property Rights notice(s) embedded in, or that Ellucian otherwise provides with, the Software. Client must reproduce the unaltered Intellectual Property Rights notice(s) in any full or partial copies that Client makes of the Software.

4. PROFESSIONAL SERVICES.

- 4.1 Generally. In connection with the Software, Ellucian will provide Client with the implementation, training, advisory, planning and assistance, guidance on documentation and the development of procedure manuals, technical system review, and/or consulting information technology and management services (the "Professional Services") described in the Professional Services Order Form, at the fees provided in the Professional Services Order Form.
- 4.2 Cancellation of Scheduled Professional Services. The parties agree that once Client and Ellucian have scheduled a specific time during which Ellucian will provide Professional Services, Ellucian will be obligated to perform such services, and Client will be obligated to obtain and pay Ellucian for such services, in accordance with the agreed upon schedule. If Client desires to cancel scheduled services, Client must provide Ellucian with notice of such cancellation (a "Services Cancellation Notice"). For the purposes of this Section 4.2, Services Cancellation Notices must be provided by sending an email to: services@ellucian.com. When cancelling scheduled services, Client will be subject to the following cancellation fees:
- 4.2.1 If Ellucian receives the Services Cancellation Notice more than thirty (30) calendar days prior to the date on which services are scheduled to commence, Client will not be assessed a services cancellation fee;
- 4.2.2 If Ellucian receives the Services Cancellation Notice less than thirty-one (31) calendar days, but more than fourteen (14) calendar days, prior to the date on which services are scheduled to commence, Client will be assessed a services cancellation fee in an amount equal to fifty percent (50%) of the total anticipated fee for the scheduled services; and
- 4.2.3 If Ellucian receives the Services Cancellation Notice less than fifteen (15) calendar days prior to the date on which services are scheduled to commence, Client will be assessed a services cancellation fee in an amount equal to one hundred percent (100%) of the total anticipated fee for the scheduled services.

In addition to cancellation fees due under 4.2.2 and 4.2.3 above, Client will be assessed the full amount of any airline- or hotel-imposed cancellation charges associated with previously purchased non-refundable fares or reservations (as applicable) incurred by Ellucian as a result of the cancellation.

5. SOFTWARE SUPPORT SERVICES.

5.1 Generally. In connection with the Baseline Software, Ellucian will provide Client with Software Support Services pursuant to the Software Support Services Order Form, at the fees provided in the Software Support Services Order Form.

5.2 Term of Software Support Services. The term of Software Support Services as it applies to the Baseline Software is for the period beginning on the date defined as the "Commencement Date" in the Software Support Services Order Form and continuing until the date defined as the "Expiration Date" in the Software Support Services Order Form (each one (1) year period beginning and ending on the dates provided for in the Software Support Services Order Form is referred to herein as a "Contract Year"). Absent termination in accordance with the provisions of Section 12, or as otherwise provided in the Software Support Services Order Form, the term of Software Support Services will continue until the Expiration Date in accordance with its terms. Except as otherwise provided in a Software Support Services Order Form, the term of Software Support Services will automatically be extended for consecutive Contract Years beyond the Expiration Date on a year-to-year basis unless either party notifies the other in writing of its intent not to extend Software Support Services for particular Baseline Software at least ninety (90) days prior to the Expiration Date, or, for any Contract Year subsequent to the Expiration Date, at least ninety (90) days prior to the expiration of the then-current Contract Year.

5.3 Third Party Software Support Services. Ellucian's obligation to provide Client with Software Support Services for Software owned by parties other than Ellucian is limited to providing Client with the Software Support Services that the applicable third party owner provides to Ellucian for that Software. If an agreement authorizing Ellucian to resell or sublicense a third party's Software is terminated or expires prior to the Expiration Date or prior to the expiration of any renewal term, then Ellucian's obligation to provide Software Support Services to Client for that Software, and Client's obligation to pay Ellucian for such Software Support Services, will automatically terminate upon termination or expiration of the relevant agreement.

6. DELIVERY. Except as otherwise provided in an Order Form, the Baseline Software will be delivered or otherwise made available to Client at the Delivery Address within thirty (30) days after the Execution Date of the applicable Order Form.

7. PAYMENT; TAXES; CURRENCY; SUSPENSION OF SERVICES.

7.1 Payment.

7.1.1 Fees. Fees are invoiced to Client as specified in the applicable Order Form. Unless otherwise provided in an Order Form, all fees are due within thirty (30) days from the date of invoice.

7.1.2 Expenses. Client will reimburse Ellucian for actual and reasonable travel and living expenses that Ellucian incurs in providing Client with Professional Services. Such travel and living expenses will be invoiced on a monthly basis in arrears and are due within thirty (30) days from the date of invoice. Ellucian will use reasonable efforts to limit travel and living expenses by using coach air fare, booked in advance when available, staying at hotels identified in advance by Client as offering Client's contractors a discounted rate, and sharing rental cars. Reimbursement is subject to any statutory reimbursement limitations imposed on Client contractors, and Client will provide Ellucian with a copy of such limitations before Ellucian incurs expenses.

7.1.3 Late Charge. Ellucian has the right to charge a late fee on any payment that is past-due. Late fees will be calculated based on a per annum rate equal to the lesser of: (i) one and one-half percent

(1.5%) per month; and (ii) the highest rate permitted by applicable law, and will be payable to Ellucian on demand.

- 7.2 Taxes. Client is responsible for paying all taxes (except for taxes based on Ellucian's net income or capital stock) relating to the applicable Order Form(s), the Software, any Professional Services, and Subscription Services and/or any Software Support Services provided or payments made under an Order Form. Applicable tax amounts (if any) are not included in the fees set forth in an Order Form. If Client is exempt from the payment of any such taxes, Client will provide Ellucian with a valid tax exemption certificate; otherwise, absent proof of Client's direct payment of such tax amounts to the applicable taxing authority, Ellucian will invoice Client for and Client will pay to Ellucian all such tax amounts.
- 7.3 Currency. All amounts are stated in, and are payable to Ellucian in United States Dollars (USD/\$).
- 7.4 Suspension of Services. If in any instance, Client fails to pay to Ellucian within thirty (30) days after Ellucian makes written demand for amounts due for Professional Services, Subscription Services and/or Software Support Services, and payment of the amount in question is not the subject of a *bona fide* dispute, then, in addition to preserving its rights to collect payment of the past-due amount and all accompanying late fees, and all other rights and remedies that Ellucian may have at law or in equity, Ellucian may, in its sole discretion and without further notice to Client, suspend its performance of the Professional Services, Subscription Services and/or Software Support Services (as applicable).

8. LIMITED WARRANTIES; DISCLAIMER OF WARRANTIES; ELECTION OF REMEDIES.

- 8.1 Limited Software Warranty; Remedy for Breach. Except as otherwise expressly provided for in any Software Supplement, Ellucian warrants to Client that, for a period of twelve (12) months after its initial Delivery Date, each Baseline Software product licensed pursuant to an Order Form will operate without Defects. For each Defect, Ellucian, as soon as reasonably practicable and at its own expense, will provide Client with an avoidance procedure for or a correction of the Defect. If, despite its reasonable efforts, Ellucian is unable to provide Client with an avoidance procedure for or a correction of a Defect, then, subject to the limitations set forth in Section 11, Client may pursue its remedy at law to recover direct damages resulting from the breach of this limited warranty. These remedies are exclusive and are in lieu of all other remedies, and Ellucian's sole obligations for breach of this limited warranty are contained in this Section 8.1. The limited warranty described in this Section 8.1 will be abrogated to the extent that: (i) the Baseline Software has been modified and the modification causes the suspected Defect; or (ii) Client does not implement changes that Ellucian provides to correct the reported Defect.
- 8.2 Limited Warranty for Professional Services; Remedy for Breach. Ellucian warrants to Client that all Professional Services will be rendered in a professional and workmanlike manner using personnel having the requisite knowledge, skill and experience to perform such services. If Client believes that any Professional Services have not conformed to the foregoing warranty, Client must notify Ellucian of any such nonconformity within a period of thirty (30) days from Ellucian's performance of the Professional Services at issue. If, following such notice by Client, Client and Ellucian, acting reasonably and in good faith, jointly determine that Ellucian has breached the foregoing warranty with respect to any Professional Services, Ellucian will have thirty (30) days to remedy the performance issue(s) to the reasonable satisfaction of Client. If, despite its reasonable efforts, Ellucian is unable to remedy the performance issue(s) in the time period provided in the foregoing sentence, then, subject to the limitations set forth in Section 11, Client may pursue its remedy at law to recover direct damages resulting from the breach of this limited warranty. These remedies are exclusive and are in lieu of all other remedies, and Ellucian's sole obligations for breach of this limited warranty are contained in this Section 8.2.
- 8.3 Limited Warranty for Software Support Services; Remedy for Breach. Ellucian warrants to Client that all Software Support Services will be rendered in a professional and workmanlike manner using personnel having the requisite knowledge, skill and experience to perform such services; and that Maintenance for Baseline Software will be provided as described in the applicable Maintenance Standards and in a manner considered timely in the information technology industry in light of standards generally accepted in the industry, taking into account the severity of the Defect and its impact of the operations of Client. If Client

believes that any Software Support Services has not conformed to the foregoing warranty, Client must notify Ellucian of any such nonconformity within a period of thirty (30) days from Ellucian's performance of the Software Support Services at issue. If, following such notice by Client, Client and Ellucian, acting reasonably and in good faith, jointly determine that Ellucian has breached the foregoing warranty with respect to any Software Support Services, Ellucian will have thirty (30) days to remedy the performance issue(s) to the reasonable satisfaction of Client. If, despite its reasonable efforts, Ellucian is unable to remedy the performance issue(s) in the time period provided in the foregoing sentence, then, subject to the limitations set forth in Section 11, Client may pursue its remedy at law to recover direct damages resulting from the breach of this limited warranty. These remedies are exclusive and are in lieu of all other remedies, and Ellucian's sole obligations for breach of this limited warranty are contained in this Section 8.3.

8.4 Disclaimer of Other Warranties. The limited warranties and remedies in Sections 8.1-8.3 are made to Client exclusively and are in lieu of all other warranties and remedies for breach. ELLUCIAN MAKES NO OTHER WARRANTIES WHATSOEVER, EXPRESS OR IMPLIED, WITH REGARD TO ANY SOFTWARE, PROFESSIONAL SERVICES, SUBSCRIPTION SERVICES AND/OR SOFTWARE SUPPORT SERVICES, IN WHOLE OR IN PART. ELLUCIAN EXPLICITLY DISCLAIMS ALL WARRANTIES OF MERCHANTABILITY AND OF FITNESS FOR A PARTICULAR PURPOSE. ELLUCIAN EXPRESSLY DOES NOT WARRANT THAT THE SOFTWARE, IN WHOLE OR IN PART, WILL BE ERROR FREE, WILL OPERATE WITHOUT INTERRUPTION OR WILL BE COMPATIBLE WITH ANY HARDWARE OR SOFTWARE OTHER THAN THE EQUIPMENT. THE PARTIES AGREE THAT THE REMEDIES FOR BREACH OF THE LIMITED WARRANTIES PROVIDED IN SECTIONS 8.1-8.3 ARE ADEQUATE AND, ACCORDINGLY, CLIENT WAIVES ANY CLAIM THAT ANY SUCH REMEDY FAILS OF ITS ESSENTIAL PURPOSE.

9. CONFIDENTIAL INFORMATION.

9.1 Definition. "Confidential Information" means non-public information that one party (the Discloser") discloses to the other party (the "Recipient"). Confidential Information of Ellucian includes but is not limited to the Software, all software provided with the Software, and algorithms, methods, techniques and processes revealed by the source code of the Software and any software provided with the Software.

9.2 Nondisclosure Obligations. Except as otherwise permitted under these Master Terms and Conditions, the Recipient will not disclose to any third party, or make any use of the Discloser's Confidential Information. The Recipient will use at least the same standard of care to maintain the confidentiality of the Discloser's Confidential Information that it uses to maintain the confidentiality of its own Confidential Information of equal importance. The non-disclosure and non-use obligations of these Master Terms and Conditions will remain in full force with respect to each item of Confidential Information for so long as it constitutes Confidential Information of the Discloser.

9.3 Exceptions. Confidential Information does not include information that: (i) is or becomes known to the public without fault or breach of the Recipient; (ii) the Discloser regularly discloses to third parties without restriction on disclosure; or (iii) the Recipient obtains from a third party without restriction on disclosure and without breach of a non-disclosure obligation.

9.4 Permitted Disclosures; Restrictions.

9.4.1 Employee and Third Party Disclosure. Without limiting Client's right to allow Web Access pursuant to Section 2.4, Client may disclose Ellucian's Confidential Information only to: (i) Client's employees with a need to know; and (ii) third parties (including but not limited to hosting providers, outsourcers and other services providers) engaged by Client who have a need to know, who have been pre-approved by Ellucian, and who, prior to obtaining access to the Confidential Information, have executed a non-disclosure agreement approved by Ellucian.

9.4.2 Disclosure Pursuant to Applicable Law. If Client is required to disclose any or all of Ellucian's Confidential Information pursuant to the requirements of applicable law (including without limitation pursuant to applicable public records disclosure laws), a judicial or governmental

request, requirement or order or otherwise, Client will first notify Ellucian in writing in advance of any such production and in a timeframe which provides Ellucian's sufficient time to object to such request, and Client will take reasonable steps to cooperate with and assist Ellucian in contesting such request, requirement or order prior to disclosure. In this regard, Client agrees to rely upon any and all intellectual property (including exceptions for trade secret and/or financially sensitive information) or other applicable exceptions or exemptions to the public records disclosure laws when seeking to protect Ellucian's Confidential Information from disclosure.

9.5 **Personally Identifiable Information.** To effect the purposes of an Order Form, Client may from time to time provide Ellucian with certain personally identifiable information of Client's students, faculty and employees that is regulated by various state and federal laws and regulations ("Client PII"). Ellucian represents that it maintains appropriate data security measures, including a written information security policy, to protect Client PII consistent with applicable state and federal laws and regulations. Further, to protect the privacy of Client PII, Ellucian will, for so long as it retains Client PII: (i) maintain the confidentiality of Client PII as set forth in this Section 9; (ii) limit access to Client PII to Ellucian's employees, agents and subcontractors who have a need to access Client PII to fulfill Ellucian's obligations under the Order Form; (iii) require that its agents and subcontractors who have access to Client PII agree to abide by substantially similar (and no less restrictive) restrictions and conditions that apply to Ellucian with regard to such Client PII; and (iv) implement appropriate administrative, technical and physical safeguards designed to ensure the security or integrity of such Client PII and protect against unauthorized access to or use of such Client PII that could result in substantial harm or inconvenience to Client.

10. **Intellectual Property Indemnity by Ellucian.** Ellucian will defend, indemnify and hold Client harmless from and against any loss, cost and expense that Client incurs because of a claim that Client's use of the Software infringes any United States copyright of a third party. Ellucian's obligations under this indemnification are expressly conditioned on the following: (i) Client must promptly notify Ellucian of any such claim; (ii) Client must in writing grant Ellucian sole control of the defense of any such claim and of all negotiations for its settlement or compromise (if Client chooses to represent its own interests in any such action, Client may do so at its own expense, but such representation must not prejudice Ellucian's right to control the defense of the claim and negotiate its settlement or compromise); (iii) Client must cooperate with Ellucian to facilitate the settlement or defense of the claim; (iv) the claim must not arise from modifications or from the use or combination of products provided by Ellucian with items provided by Client or others. If any Software is, or in Ellucian's opinion is likely to become, the subject of a United States copyright infringement claim, then Ellucian, at its sole option and expense, will either: (v) obtain for Client the right to continue using the Software under the terms of the applicable Order Form; (vi) replace the Software with products that are substantially equivalent in function, or modify the Software so that it becomes non-infringing and substantially equivalent in function; or (vii) refund to Client the portion of the license fee paid to Ellucian for the Software giving rise to the infringement claim, less a charge for use by Client based on straight line depreciation assuming a useful life of five (5) years. The foregoing is Ellucian's exclusive obligation with respect to infringement of intellectual property rights.

11. **LIMITATIONS OF LIABILITY; EXCLUSION OF DAMAGES.**

11.1 **LIMITATIONS OF LIABILITY.**

11.1.1 FOR ANY SOFTWARE LICENSED PURSUANT TO A PERPETUAL LICENSE ORDER FORM, ELLUCIAN'S CUMULATIVE LIABILITY IN CONNECTION WITH THE SOFTWARE WILL NOT EXCEED THE LICENSE FEE THAT CLIENT ACTUALLY PAID TO ELLUCIAN UNDER THE ORDER FORM PURSUANT TO WHICH THE SOFTWARE GIVING RISE TO THE LIABILITY WAS LICENSED.

11.1.2 FOR ANY SOFTWARE LICENSED PURSUANT TO A TERM LICENSE ORDER FORM OR A SUBSCRIPTION SERVICES ORDER FORM, ELLUCIAN'S CUMULATIVE LIABILITY IN CONNECTION WITH THE SOFTWARE WILL NOT EXCEED THE LICENSE FEE OR SUBSCRIPTION FEE (AS APPLICABLE) THAT CLIENT ACTUALLY PAID TO ELLUCIAN FOR THE ANNUAL PERIOD DURING WHICH SUCH LIABILITY AROSE.

11.1.3 EXCEPT AS PROVIDED BELOW IN THIS SECTION 11.1.3, ELLUCIAN'S CUMULATIVE LIABILITY IN CONNECTION WITH THE PROFESSIONAL SERVICES WILL NOT EXCEED THE PROFESSIONAL SERVICES FEES THAT CLIENT ACTUALLY PAID TO ELLUCIAN UNDER THE ORDER FORM PURSUANT TO WHICH THE PROFESSIONAL SERVICES GIVING RISE TO THE LIABILITY WERE ACQUIRED. FOR RECURRING PROFESSIONAL SERVICES THAT ARE PROVIDED ON A TERM-OF-YEARS BASIS, SUCH AS DATABASE ADMINISTRATION SERVICES, HELP DESK SERVICES, APPLICATION MANAGEMENT SERVICES AND APPLICATION HOSTING SERVICES, ELLUCIAN'S CUMULATIVE LIABILITY IN CONNECTION WITH SUCH RECURRING PROFESSIONAL SERVICES WILL NOT EXCEED THE PROFESSIONAL SERVICES FEES THAT CLIENT ACTUALLY PAID TO ELLUCIAN DURING THE THREE (3) MONTH PERIOD PRECEDING THE EVENT GIVING RISE TO ELLUCIAN'S LIABILITY.

11.1.4 ELLUCIAN'S CUMULATIVE LIABILITY IN CONNECTION WITH THE SOFTWARE SUPPORT SERVICES WILL NOT EXCEED THE SOFTWARE SUPPORT SERVICES FEES THAT CLIENT ACTUALLY PAID TO ELLUCIAN FOR THE CONTRACT YEAR DURING WHICH SUCH LIABILITY AROSE.

11.2 EXCLUSION OF DAMAGES. IN NO EVENT WILL ELLUCIAN BE LIABLE TO CLIENT FOR ANY SPECIAL, INCIDENTAL, OR CONSEQUENTIAL DAMAGES, WHETHER BASED ON BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE), PRODUCT LIABILITY, OR OTHERWISE, AND WHETHER OR NOT ELLUCIAN HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGE.

12. TERM AND TERMINATION.

12.1 Termination for Material Breach. A party has the right to terminate an Order Form if the other party breaches a material provision of the Order Form. To terminate an Order Form for material breach, the party seeking termination must first give the other party notice that describes the breach in reasonable detail ("Breach Notice"). From the date of its receipt of the Breach Notice, the other party will have thirty (30) days to cure the breach to the reasonable satisfaction of the party providing the Breach Notice. If the breach is not cured within that period, then the party providing the Breach Notice will then have the right to notify the other party that the Order Form has been terminated (the "Termination Notice"), and the Order Form will be deemed terminated as of the date specified in the Termination Notice.

12.2 Expiration of Term License or Subscription Services. With regard to the Software identified on a Term License Order Form or a Subscription Services Order Form, unless terminated earlier in accordance with Section 12.1 or any other section of these Master Terms and Conditions, the term of Client's license to use the Software or Subscription Services will commence on the Effective Date of the Order Form in question and will continue in full force for the period defined as the "License Term" or "Subscription Term" (as applicable) in the Order Form. Upon the expiration of the License Term or Subscription Term, the parties may, by mutual written agreement, renew the term for additional period(s).

12.3 Effect of Termination/Expiration. Upon termination or expiration, as applicable, of a Perpetual License Order Form, Term License Order Form or Subscription Services Order Form by either party, Client will immediately discontinue all access and use of the Software licensed pursuant to the Order Form which has been terminated and will promptly return to Ellucian or (at Ellucian's request) destroy all copies of the Software, and will certify to Ellucian in writing, over the signature of a duly authorized representative of Client, that it has done so.

12.4 Survival of Obligations; No Prejudice to Other Rights and Remedies. All obligations relating to non-use and non-disclosure of Confidential Information, indemnity, and any terms that expressly survive termination/expiration or reasonably should survive termination/expiration, will survive termination/expiration of an Order Form. Termination/expiration of an Order Form will be without prejudice to the terminating party's other rights and remedies pursuant to the Order Form and/or these Master Terms and Conditions.

13. CHOICE OF LAW; SEVERABILITY. Each Order Form will be governed by and construed under the laws of the Commonwealth of Virginia, without reference to its choice of law provisions. If any provision of an

Order Form is illegal or unenforceable, it will be deemed stricken from the Order Form and the remaining provisions of the Order Form will remain in full force and effect.

14. **ASSIGNMENT.** Neither party may assign any of its rights or obligations under these Master Terms and Conditions or an Order Form without the prior written consent of the other party, except that Ellucian may, without the prior written consent of Client, assign an Order Form or of any of Ellucian's rights under an Order Form: (i) to any subsidiary or affiliate of Ellucian; (ii) to Ellucian's successor by merger or consolidation or to any person or entity that acquires all or substantially all of its capital stock or assets; or (ii) to any person or entity to which Ellucian transfers any of its rights in the Software. For the avoidance of doubt, and without limitation, an "assignment" includes use of the Software for benefit of any third party to a merger, acquisition and/or other consolidation by, with or of Client, including any new or surviving entity that results from such merger, acquisition and/or other consolidation.
15. **SUBCONTRACTING.** Client understands and agrees that Ellucian may subcontract with Ellucian-affiliated companies and/or third parties to perform some or all of the responsibilities described in an Order Form, provided, however, that: (i) Ellucian will not be relieved of any duty, responsibility or liability under an Order Form by reason of any such subcontracting, and (ii) Ellucian will at all times remain responsible to Client for the performance of the responsibilities under each Order Form.
16. **RELATIONSHIP OF THE PARTIES.** The relationship between the parties created by any Order Form is that of independent contractors and not partners, joint venturers or agents.
17. **NO THIRD PARTY BENEFICIARY RIGHTS.** Except as otherwise provided in a Software Supplement, the parties do not intend to create in any other individual or entity the status of third party beneficiary, and neither these Master Terms and Conditions nor any Order Form will be construed to create such status.
18. **NOTICES.** All required notices (meaning, for example, notices of breach, termination, non-renewal, cancellation, payment disputes and personnel issues) under an Order Form, other than notices in the ordinary course of business in connection with routine project matters, must be in writing and will be deemed given when: Delivered personally; sent by United States registered or certified mail, return receipt requested; transmitted by facsimile confirmed by United States first class mail; sent by overnight courier; or sent by email and confirmation copy sent by other permitted notification means. Notices must be sent to a party at its address shown on the Order Form, or to such other place as the party may subsequently designate for its receipt of notices. Client must promptly send copies of any notice of material breach and/or termination of an Order Form to Ellucian's General Counsel at 4 Country View Road, Malvern, PA 19355, FAX number (610) 578-7457, or to such other place as Ellucian may subsequently designate for its receipt of notices.
19. **FORCE MAJEURE.** Neither party will be liable to the other for any failure or delay in performance under an Order Form due to circumstances beyond its reasonable control, including Acts of God, acts of war, accident, labor disruption, acts, omissions and defaults of third parties and official, governmental and judicial action not the fault of the party failing or delaying in performance.
20. **NO WAIVER.** A party's failure to enforce its rights with respect to any single or continuing breach of an Order Form will not act as a waiver of the right of that party to later enforce any such rights or to enforce any other or any subsequent breach.
21. **PARAGRAPH HEADINGS.** The headings of paragraphs contained herein are for reference purposes only and do not represent substantive terms and conditions of these Master Terms and Conditions.
22. **NO RELIANCE ON FUTURE AVAILABILITY.** In executing any Order Form(s), Client represents to Ellucian that it has not relied on the availability of either any future version of any Baseline Software, or any future software product.
23. **ENTIRE AGREEMENT.** Each Order Form constitutes the entire understanding of the parties with respect to its subject matter, and supersedes and extinguishes all prior oral and written communications between

the parties about its subject matter. Any purchase order or similar document which may be issued by Client in connection with an Order Form does not modify the Order Form. No modification of an Order Form will be effective unless it is in writing, is signed by each party, and expressly provides that it amends the Order Form.

SAMPLE



PERPETUAL LICENSE ORDER FORM

This Order Form is between Ellucian and Client, incorporates the Master Terms and Conditions between Ellucian and Client (the “Master Terms and Conditions”), and, collectively with the Master Terms and Conditions, constitutes the entire understanding of the parties regarding the subject matter of this Order Form.

Hardware and Operating System: The hardware which is located within the United States of America and for which Ellucian supports the Baseline Software. To use the Software, Client must also obtain, install on the hardware and maintain Ellucian-supported versions of appropriate software products and software/hardware peripherals. Client should consult with its Ellucian Professional Services representative to obtain a written listing of such software products and software/hardware peripherals. In the event of a hardware malfunction, Client may use the Software temporarily on alternative hardware with the same Operating System during the period of such malfunction. Client may only use the Software on the following Operating System: TBD.

Software License (Perpetual): Ellucian grants Client the license to use the Software identified in the table below:

Description	Source Code Yes/No
Total Perpetual Software License Fee	

Payment Terms: For the Software license pursuant to this Order Form, Ellucian has the right to invoice Client for the total software license fees on the Execution Date; and such fee is due within fifteen (15) days from the date of invoice.

Delivery: Ellucian will deliver to Client (via email) instructions that may be used for electronic download via the Internet of the initial copy of the Baseline Software and associated Documentation within thirty (30) days after the Execution Date. Ellucian’s delivery obligations will be discharged when Ellucian has made the Baseline Software available to Client for electronic download to the Delivery Address.

Ellucian

Client

By:

By:

Authorized Signature

Authorized Signature

Name:

Name:

Printed

Printed

Title:

Title:

Date:

Date:



TERM LICENSE ORDER FORM

This Order Form is between Ellucian and Client, incorporates the Master Terms and Conditions between Ellucian and Client (the "Master Terms and Conditions"), and, collectively with the Master Terms and Conditions, constitutes the entire understanding of the parties regarding the subject matter of this Order Form.

Hardware and Operating System: The hardware which is located within the United States of America and for which Ellucian supports the Baseline Software. To use the Software, Client must also obtain, install on the hardware and maintain Ellucian -supported versions of appropriate software products and software/hardware peripherals. Client should consult with its Ellucian Professional Services representative to obtain a written listing of such software products and software/hardware peripherals. In the event of a hardware malfunction, Client may use the Software temporarily on alternative hardware with the same Operating System during the period of such malfunction. Client may only use the Software on the following Operating System: TBD.

Software License (Term): Ellucian grants Client a license to use the Term License Software identified in the table below, on an annual, "term-of-years" (as opposed to a perpetual) basis. The Term License will continue for five (5) years from the Execution Date. Thereafter, for each successive one-year period during the Subscription Term, annual subscription renewal fees will be specified by Ellucian in an annual invoice and will be due in advance, on or before the applicable commencement of each annual period.

Term License Software
Total Term License Annual Fee:

Delivery: Ellucian will deliver to Client (via email) instructions that may be used for electronic download via the Internet of the initial copy of the Baseline Software and associated Documentation within thirty (30) days after the Execution Date. Ellucian's delivery obligations will be discharged when Ellucian has made the Baseline Software available to Client for electronic download to the Delivery Address.

Payment Terms: For the Term License Software fees pursuant to this Order Form, Ellucian has the right to invoice Client for the total Term License Software fees on the Execution Date; and such fee is due within fifteen (15) days from the date of invoice.

Ellucian

Client

By: _____
Authorized Signature

By: _____
Authorized Signature

Name: _____
Printed

Name: _____
Printed

Title: _____

Title: _____

Date: _____

Date: _____



PROFESSIONAL SERVICES ORDER FORM

This Order Form is between Ellucian and Client, incorporates the Master Terms and Conditions between Ellucian and Client (the “Master Terms and Conditions”), and, collectively with the Master Terms and Conditions, constitutes the entire understanding of the parties regarding the subject matter of this Order Form.

Services (Time and Materials): Ellucian will provide Client with the time and materials services identified in the table below, during the period specified in the table. For the avoidance of doubt, these are not “fixed fee” or “not to exceed” services, but rather time and materials services for which Client will pay Ellucian for services rendered at the hourly rate provided for in the table below.

Summary of Proposed Estimated Hourly Professional Services:			
Description	Estimated Hours	Hourly Rate	Services Estimated Total
Total Hourly Estimated Services ⁽¹⁾⁽²⁾			\$

NOTES

- Hourly rates specified in this table will be held in place for services rendered on this implementation project for a period beginning on the Execution Date and ending two (2) years later. Hourly rates applicable to services rendered on this implementation project during the third year following the Execution Date will increase by five percent (5%) over the hourly rates applicable during the first two years. Thereafter, services will be provided on a time and materials basis at hourly rates equal to Licensor’s then-current list price rates for the services at issue.
- Where a number of hours is specified in the table with an associated hourly rate, the “Fee” is a good faith estimate based on the information available to Licensor as of the Execution Date. The total amount that Client will pay for these services (i.e., the “SUBTOTAL FOR ESTIMATED PROFESSIONAL SERVICES HOURS”) will vary based on the actual number of hours of services required to complete the services and the rate that is applicable during that year in which the services are rendered.

Payment Terms – Time and Materials Services: Ellucian will invoice Client for all time and materials services on an as-incurred basis in arrears and payments will be due within thirty (30) days from invoice date.

Payment Terms – Expenses and Other Charges: Travel, and living expenses are additional. Ellucian will invoice Client monthly for such reimbursable expenses and other applicable charges on an as-incurred basis in arrears, and payments will be due within thirty (30) days from invoice date.

Services (Fixed Fee): For the fixed services fee specified in the table below, Ellucian will provide Client with the services described below.

Summary of Proposed Fixed Fee Professional Services:	
	\$
Total Fixed Fee Services	\$

Payment Terms – Fixed Fee Services: Client’s payment of the Total Fixed Fee Services Fee is due on the Execution Date, and payments will be due within thirty (30) days from invoice date. These fixed fee services specifically exclude any responsibility on the part of Ellucian for providing any services other than those services specifically set forth above.

PROFESSIONAL SERVICES STATEMENT OF WORK

Ellucian

Client

By: _____
Authorized Signature

By: _____
Authorized Signature

Name: _____
Printed

Name: _____
Printed

Title: _____

Title: _____

Date: _____

Date: _____

SAMPLE



SOFTWARE SUPPORT SERVICES ORDER FORM

This Order Form is between Ellucian and Client, incorporates the Master Terms and Conditions between Ellucian and Client (the “Master Terms and Conditions”), and, collectively with the Master Terms and Conditions, constitutes the entire understanding of the parties regarding the subject matter of this Order Form.

Software Support Services: Commencing on the first day of the next month following the Execution Date (such date is hereafter referred to as the “Commencement Date”) and continuing for five (5) years (the “Expiration Date”), Licensor agrees to provide Software Support Services with respect to the Baseline version of the Software identified below, for the fees specified below. Ellucian’s obligations to provide Software Support Services and Client’s obligation to make payment for such Software Support Services shall each commence on the Commencement Date and continue through the Expiration Date, inclusive.

SOFTWARE SUPPORT SERVICES TABLE:

Maintenance Advantage Plus Program	
Total Base Year Software Support Services Fee	\$

Payment Terms: Ellucian has the right to invoice Client for the Total Base Year Software Support Services Fee on the Execution Date, and such fee is due within thirty (30) days from the date of invoice. The Total Base Year Software Support Services Fee stated above is the total that is due from Client for Software Support Services fees for the initial full twelve (12) month period.

For the Contract Year beginning on the first anniversary of the Commencement date, and for each subsequent Contract Year prior to the Expiration Date, Software Support Services fees will be specified by Ellucian in an annual invoice, may increase by not more than 5% over the amount payable for Software Support Services fees for the immediately preceding full twelve month period or Contract Year, and shall be due and payable in full, in advance, on or before the start of the applicable Contract Year for which such fees are being remitted.

Following the Expiration Date specified herein, the terms of this Software Support Services Order Form shall renew automatically for consecutive Contract Year(s) (each one of which is deemed a “Renewal Term Year”) unless Client shall have notified Ellucian in writing of Client’s intent not to renew Software Support Services following the Expiration Date for all of the Software listed in the Software Support Services Table above, which written notification, in order to be of any force or effect, must be delivered to Ellucian at least ninety (90) days before either (a) the Expiration Date or (b) the last day of a particular Renewal Term Year (if such election not to renew shall occur after the Expiration Date). In the absence of an effective notice from Client to Ellucian as provided in the preceding sentence, Ellucian shall continue to provide (and Client shall continue to pay for) Software Support Services on a Renewal Term Year-by-Renewal Term Year basis that renews automatically until cancelled as provided herein. Fees for Software Support Services for each Renewal Term Year subsequent to the Expiration Date will be specified by Ellucian in an annual invoice, may increase by not more than 7% over the amount payable for Software Support Services for the immediately preceding Contract Year or Renewal Term Year, and shall be due and payable in full, in advance, on or before the start of the applicable Renewal Term Year for which such fees are being remitted.

By the execution of this Software Support Services Order Form, each party represents and warrants that it is bound by the signature of its respective signatory. Except as amended by this non-cancelable Software Support Services Order Form, the terms of the Agreement remain unchanged and in full force and effect; any fees due under this Software Support Services Order Form are in addition to and not in lieu of fees already due or scheduled to come due under the Agreement. In executing this Software Support Services Order Form, Client has not relied on the availability of either any future version of any software, or any future software product.

Maintenance Standards. The hours during which Software Support Services will be provided for each Component System, the targeted response times for certain defined categories of Software Support Services calls for each Component System, and other details and procedures (collectively, the “Maintenance Standards”) relating to the provision of Software Support Services for each Component System are described in the applicable Supplement attached as Attachment 2 hereto.

Ellucian

By: _____
Authorized Signature

Name: _____
Printed

Title: _____

Date: _____

Client

By: _____
Authorized Signature

Name: _____
Printed

Title: _____

Date: _____

SAMPLE



SUBSCRIPTION SERVICES ORDER FORM

This Order Form is between Ellucian and Client, incorporates the Master Terms and Conditions between Ellucian and Client (the “Master Terms and Conditions”), and, collectively with the Master Terms and Conditions, constitutes the entire understanding of the parties regarding the subject matter of this Order Form.

Subscription Services: Ellucian grants Client the license to remotely access and use the Subscription Services associated with the Software identified below, on an “term-of-years” annual subscription (as opposed to a perpetual) basis. This license will continue until the Expiration Date specified in the table below (the “Subscription Term”). Except in the case of a termination for material breach as described in Section 12.1 (Termination for Material Breach) of the Master Terms and Conditions, the Subscription Term will continue, and remain in full force and effect, until its conclusion, in accordance with its terms. Without limitation, nothing in this Order Form will be interpreted to give Client the right, and Client will not have the right, to terminate the Subscription Term prior to its conclusion.

Access to and use of the Software is made available on a remotely-hosted, “Software-as-a-Service” (or “SaaS”) basis by Ellucian and, in this regard, Software code is not physically shipped to Client. Ellucian will, as soon as reasonably practical following the Execution Date, provide the necessary process and procedure for Client’s access to the Subscription Services in accordance with this Order Form. The date on which Client is provided with this access is the “Delivery Date” for the purposes of the Subscription Services. The right of Client to continue to access and use the Subscription Services is dependent upon Client’s payment to Ellucian of the subscription fee identified in the table below. Upon any expiration of the Subscription Term or any termination of this Order Form for any reason, Client’s right and license to access the Subscription Services will terminate.

Software	Expiration Date	Software Supplement / URL	Annual Subscription Fee
TOTAL ANNUAL SUBSCRIPTION FEE:			\$

Software Support Services: There are no separate Software Support Services charges associated with the Subscription Services, and in this regard, there is no Software Support Services Order Form accompanying this Order Form. Software Support Services for the Software accessed through the Subscription Services are included with the Subscription Services and are provided during the Subscription term in accordance with Maintenance Standards found at: [Insert URL].

Payment Terms: For the Subscription Services identified in this Order Form, the “TOTAL ANNUAL SUBSCRIPTION FEE” represents the subscription fee for the initial annual period (meaning, the period commencing on the Execution Date and continuing one (1) year thereafter); Ellucian has the right to invoice Client for the TOTAL ANNUAL SUBSCRIPTION FEE on the Execution Date, and such fee is due within thirty (30) days from the date of invoice. Thereafter, for each successive one-year period during the Subscription Term, annual subscription renewal fees will be invoiced in advance prior to the applicable commencement of each annual period, and such invoiced fees are due on the first day of the applicable annual period for which such fees are being invoiced. If any payment remains unpaid for thirty (30) or more days following the original due date, Ellucian may, without limiting its other rights and remedies, suspend Client’s access to the Subscription Services until such payment is paid in full, provided Ellucian has given Client ten (10) or more days prior written notice of the unpaid amount.

Elucian

By: _____
Authorized Signature

Name: _____
Printed

Title: _____

Date: _____

Client

By: _____
Authorized Signature

Name: _____
Printed

Title: _____

Date: _____

SAMPLE



SUBSCRIPTION SERVICES ORDER FORM

This Order Form is between Ellucian and Client, incorporates the Master Terms and Conditions between Ellucian and Client (the “Master Terms and Conditions”), and, collectively with the Master Terms and Conditions, constitutes the entire understanding of the parties regarding the subject matter of this Order Form.

Subscription Services: Ellucian grants Client the license to remotely access and use the Subscription Services associated with the Software identified below, on an annual “term-of-years” (as opposed to a perpetual) basis. This license will continue until the Expiration Date specified in the table below (the “Subscription Term”). Additional terms applying to the Subscription Services are included in Attachment 2 to this Order Form. Without limitation to any other limitations and/or restrictions as provided for in this Order Form, Client’s access and use of the Subscription Services is limited to the number of Users specified below.

Software	Total Users ¹	Expiration Date	Software Supplement / URL	Annual Subscription Fee
TOTAL ANNUAL SUBSCRIPTION FEE:				\$

¹ A “User” means an individual who is authorized by Client to use the Subscription Services. Users must be supplied user identifications and passwords by Client (or by Ellucian at Client’s request). Users may include but are not limited to employees, consultants, contractors and agents of Client, and third parties with whom Client transacts business.

Note: Client acknowledges that the Subscription Services may require one or more third party software licenses and that use of the Subscription Services is subject to the various third party licensing requirements which Client has previously accepted. This Order Form confirms Client’s continued acceptance and compliance with the terms and conditions of Client’s Ellucian software license(s) and those certain third party license(s).

Payment Terms: For the Subscription Services identified in this Order Form, the “TOTAL ANNUAL SUBSCRIPTION FEE” represents the subscription fee for the initial annual period (meaning, the period commencing on the Execution Date and continuing one (1) year thereafter); Ellucian has the right to invoice Client for the TOTAL ANNUAL SUBSCRIPTION FEE on the Execution Date, and such fee is due within thirty (30) days from the date of invoice. Thereafter, for each successive one-year period during the Subscription Term, annual subscription renewal fees will be invoiced in advance prior to the applicable commencement of each annual period, and such invoiced fees are due on the first day of the applicable annual period for which such fees are being invoiced. If any payment remains unpaid for thirty (30) or more days following the original due date, Ellucian may, without limiting its other rights and remedies, suspend Client’s access to the Subscription Services until such payment is paid in full, provided Ellucian has given Client ten (10) or more days prior written notice of the unpaid amount.

Elucian

By: _____
Authorized Signature

Name: _____
Printed

Title: _____

Date: _____

Client

By: _____
Authorized Signature

Name: _____
Printed

Title: _____

Date: _____

SAMPLE

Attachment 2 to the Software Support Services Order Form

Maintenance Standards – Advantage Plus Level

I. Defined Terms:

“Notification” means a communication to Ellucian’s ActionLine by means of: (i) Ellucian’s Customer Support Center; (ii) the placement of a telephone call; or (iii) the sending of an e-mail, in each case, in accordance with Ellucian’s then-current policies and procedures for submitting such communications.

“Priority One Call” means a Notification that Client believes that a Documented Defect has caused: (i) a full failure (i.e., “crash”) of its computer system; (ii) a full failure of the Licensed Software; or (iii) a failure of its computer system or the Licensed Software which, in either case, prevents Client from performing data processing which is critical to Client’s operations on the day on which the alleged Documented Defect is reported.

“Priority Two Call” means a Notification that Client believes that a Documented Defect has caused a partial failure of Client’s computer system or the Licensed Software which significantly hinders its ability to perform data processing which is critical to Client’s operations on the day on which the alleged Documented Defect is reported.

“Priority Three Call” means a Notification that Client believes that a Documented Defect has caused an intermittent failure of, or problem with, its computer system or the Licensed Software that causes a significant delay in Client’s ability to perform data processing on the day on which the alleged Documented Defect is reported, but where the processing is not critical to Client’s operations.

“Priority Four Call” means a Notification that Client believes that a Documented Defect has caused a problem with its computer system or the Licensed Software that does not significantly affect critical processing.

II. Hours During Which Ellucian’s “ActionLine” Telephone Support Will be Available to Client in Connection with the Provision of Maintenance: Seven (7) days per week, 24 hours per day.

Note: Ellucian’s ActionLine uses an automated answering system to receive and record telephone calls from clients, as well as to receive reports via Ellucian’s Customer Support Center and e-mail. This system allows Ellucian’s ActionLine staff to classify, prioritize, record basic details, conduct certain research, and assign a consultant to respond to a client’s telephone call.

III. Targeted Response Times: With respect to Ellucian’s Maintenance obligations, Ellucian will use diligent, commercially reasonable efforts to respond to Notifications from Client relating to the Baseline Component Systems identified in Exhibit 1 in accordance with the following guidelines:

Priority One Calls – one (1) hours or less.

Priority Two Calls – four (4) hours or less.

Priority Three Calls – twenty-four (24) hours or less.

Priority Four Calls – seventy-two (72) hours or less.

Notes: (1) For purposes of these targets, a “response” will mean as an initial contact from an Ellucian representative to Client to begin evaluation of the problem reported under one of the categories of calls identified above; (2) As a prerequisite to Ellucian’s obligation to respond to Client, Client must follow the policies and procedures of Ellucian’s ActionLine (such as the dialing of a particular phone number, the categorization of a particular problem, etc.) when submitting its Notification.

SECTION 3, EXHIBIT B

Maintenance Advantage and Support

Maintenance Advantage Program

The cornerstone of our partnership with our customers is our advanced development, maintenance, and support program called the Ellucian Maintenance Advantage Program. Maintenance Advantage not only provides you with ongoing support and enhancements, but also facilitates your continuing involvement with the ongoing development of your software.

The Maintenance Advantage Program combines the expertise and knowledge of our customers with that of our software experts. Through Maintenance Advantage, customers supply input to our company's processes, services, and products to Ellucian's directors of product strategy. The prime objective of the directors of product strategy is to create and maintain the vision for our products according to customer and market needs and trends, national regulatory changes, higher education industry trends, and technological advances that may have impacts on our users. They incorporate those needs into processes, products, and services that can help address your business requirements now and into the future.

The Maintenance Advantage Program also provides a high level of communication with customers through online communications via eCommunities. eCommunities also houses our Community Source initiative, which brings together the community's insights and development experience, helping benefit all customers, makes functionality available faster, and helps ensure product quality through functional and technical reviews.

We believe our software solutions must continue to grow and improve to address our customers' ever-changing requirements. To accomplish this, we provide our customers with regular product updates and enhancements.

Product Updates and Enhancements

Product Updates

We provide updates that reflect specific federal regulatory changes to each product. These changes are directed by our Solutions Management team, comprising our product managers. One goal of strategic product management is to develop and maintain a vision for their respective processes and products. They attend important industry meetings and conferences where the challenges and issues in higher

education are discussed. Our product managers use this information as an input that can help determine what enhancements to make. As the federal government introduces changes, our Solutions Management team introduces relevant changes into our products by means of updates. Through the Maintenance Advantage Program, we assist our customers with their timely compliance to appropriate federal regulatory changes.

Product Enhancements

Functional and technical product enhancement ideas come from many sources, which results in a continual flow of enhancements that customers receive through regular releases of software. Enhancements are included in major product releases and also may be included in interim releases.

Customers are encouraged to submit Recommendations for Product Enhancements (RPEs) throughout the year, outlining recommendations for specific product additions, changes, and enhancements. RPEs should be submitted via the Ellucian Support Center. In the Ellucian Support Center, users can search for and view current information on the RPEs that have been submitted for the products they have licensed. As specific RPEs are scheduled for inclusion in releases of the software, the status and release are updated and available in the Ellucian Support Center.

The solutions managers may solicit additional customer feedback on priorities and features. Input is also gathered from eCommunities, in the establishment of focus groups, or through informal discussion at users' group meetings. Customer feedback is also obtained through product requirements and functional specification reviews, enhancement walkthroughs, formal and informal discussions at the annual users conference, and regional users meetings.

Our solution managers use their experience, customer input, and involvement in prestigious higher education organizations to develop our product enhancements. This group's findings are translated into specifications, which are then submitted to our development group.

The result of your collective input comes in the form of new versions of your software, which are released on a regular basis.

Delivery Method for New Releases

We will release upgrade versions of the application software during regularly scheduled intervals. As a subscriber to the Maintenance Advantage Program, you have the option to implement the upgrades at a time that is beneficial and least disruptive to you. During your initial processing years (prior to implementing an upgrade) you may have made changes to the applications as delivered. It would be your responsibility to implement those changes to the version of the software you are executing. The installation and implementation of upgrades is generally the responsibility of the customer. However, we can provide, at our then-current standard hourly rate, database management services that facilitate upgrade installations.

Software upgrades and enhancements are provided to Maintenance Advantage Program members via electronic download or via CD-ROM. Installation scripts are provided to guide the customer in installing

the upgrade. After the initial installation of the system, each maintenance release received from Ellucian contains only software that has been modified, plus the SQL scripts needed to make database modifications. After these maintenance releases have been reviewed by the institution, you may choose the most useful way of implementing the release. You may either reapply your modifications, or you may make the required Ellucian modifications to your customized code.

The electronic distribution of software allows customers to download individual objects (programs) from the secured Ellucian Support Center, which contains defect corrections, and regulatory and enhancements modifications. The extended search section of the Ellucian Support Center includes references to the software available through electronic distribution. In addition, while we can continue to send interim releases to customer sites on CD or another preferred medium, these interim releases can be downloaded through our electronic distribution service.

Planned major product enhancement releases are discussed in our Product Calendar, which is updated periodically. Current plans, however, can change and this does not represent a commitment on the part of the company to provide these enhancements. We use eCommunities to keep our customers abreast of product development and news. In general, we provide major product releases every 12 to 24 months for our products. Interim releases are provided on an as-needed basis.

Each major subsystem is delivered independently of the others. One of the subsystems is the Banner General product that contains the shared software between modules. Table or software objects that are in this “common area” must be installed/updated prior to the major subsystem upgrade. The testing procedures involved for an upgrade would be dependent on the nature of the release and would be conducted in a “test” instance. The Release Notes that accompany a Banner release would describe the new/changed features that would need to be tested in your environment.

Customer Support

Multi-Level Maintenance Offerings

We realize that each customer has unique product support needs. To address these varying needs, we offer two tiers of Maintenance Advantage Program support, which gives customers the ability to choose the level of support that can help them to best address their goals and objectives. The two Tiers are called “Advantage” and “Advantage Plus”, and the differences are detailed below:

Offering Elements	Advantage	Advantage Plus	Description and Value Add
Product enhancements	✓	✓	Get major and minor product releases and support, including correction detection and resolution support.

Offering Elements	Advantage	Advantage Plus	Description and Value Add
Regulatory releases	✓	✓	Get support for state, regional, and federal regulatory product releases.
Access to Ellucian community	✓	✓	Connect with an active, engaged, informed user community through regional groups and self-service portals for ideas, answers, and insights not only on Ellucian products, but also issues and trends in higher education.
24/7 online self-service	✓	✓	Download software and documentation around the clock, as well as access thousands of up-to-date articles, peer insights, and more than 1,900 user documents, including guides, handbooks, release guides, and release highlights.
Unlimited support	12/5	24/7*	Communicate with support analysts on functional or technical questions related to your Ellucian solutions, plus receive notifications when areas of interest are updated.
Customer case dashboard	✓	✓	Gain insight into the cases your institution has opened with Ellucian, monitor response times, and understand the status of each case.
Subscription library essentials**	✓	✓	Get basic training on your Ellucian product. In addition to boosting your product knowledge, this training serves as a prerequisite for more in-depth courses.

* *Advantage Plus 24x7 support for Colleague, Recruiter, Advance, and PowerCampus covers production-critical cases.*

** *Subscription library content where available.*

Offering Elements	Advantage	Advantage Plus	Description & Value Add
Subscription library fundamentals*		✓	Get access to more in-depth end user training in a pre-selected set of courses that provide greater detail on product features, functionality, and best practices for your Ellucian solution.
Annual service review		✓	Talk with an Ellucian client support specialist to review the use and performance of your Ellucian Maintenance Advantage Program and support resources, from case metrics and response times to patterns and opportunities for improvement.
Annual software review		✓	Talk with a client support specialist to assess your existing applications and versions and whether current and upcoming version releases make sense for your institution.
Priority case escalation		✓	Get high-priority attention from knowledgeable and appropriate Ellucian support staff for rapid case resolution when a case is escalated.
Technical Account Manager	Optional	Optional with discount	Benefit from this optional service involving a technical account manager who advises on business operations and optimization of your software infrastructure, so that you

Offering Elements	Advantage	Advantage Plus	Description & Value Add
			achieve sustainable value from the Ellucian solutions.

* *Subscription library content where available.*

User Support

Ellucian’s Advantage and Advantage Plus offerings provide Global Action Line support services (12/5 or 24/7 respectively); on-demand access to our online self-service tools; major, minor, and regulatory product releases and release support; and an invitation to Ellucian Live, Ellucian’s major customer event.

Global Action Line Support

We can provide answers to the many routine daily questions your users have via the Action Line. The Action Line is a telephone support system for users, allowing them to speak with an Ellucian consultant on functional or technical issues. Users also may report apparent product defects using the Action Line.

As a valued maintenance advantage customer, our goal would be to provide a response to your cases within the timeframe indicated below, based upon the priority of the case.

Maintenance Level	Call Type and Targeted Response Time			
	Priority One	Priority Two	Priority Three	Priority Four
Advantage	2 Hours	4 Hours	1 Day	3 Days
Advantage Plus	1 Hour	4 Hours	1 Day	3 Days

- **Priority One Cases** – Priority One cases are defined as situations where a customer experiences a full system or software failure preventing the customer from performing critical processing, or where a customer experiences a failure hindering the ability to perform critical processing. At the Advantage Level, our target response time for Priority One calls is two (2) hours or less.
- **Priority Two Cases** – Priority Two cases are defined as situations where a customer experiences a partial failure preventing the customer from performing critical processing, or where a customer experiences a partial failure hindering the ability to perform critical processing. At the Advantage Level, our target response time for Priority Two calls is four (4) hours or less.
- **Priority Three Cases** – Priority Three cases are defined as situations where a customer experiences intermittent failure or a problem that causes a considerable delay in non-critical processing. At the Advantage Level, our target response time for Priority Three calls is one (1) day or less.

- **Priority Four Cases** – Priority Four cases are defined as a situation where a customer experiences problems that do not appreciably affect critical processing. At the Advantage Level, our target response time for Priority Four calls is three (3) days or less.

Our Global Action Line uses an automated answering system to receive and record initial Action Line cases. Research indicates that for initial calls, the answering system approach results in a more timely resolution for user questions. The answering system allows Action Line staff to be prepared before returning calls. Our Action Line staff can classify, prioritize, record basic details, conduct research, and assign the most appropriate consultant for resolution of your question.

Updates, Corrections, and Documentation

With Maintenance Advantage, your institution would receive major, minor, and regulatory product releases and support, including correction detection and resolution support. Corrections to software defects are distributed through normal maintenance procedures. We also provide appropriate documentation changes for both users and technicians with each maintenance release.

Ellucian Support Center

Ellucian was the first to bring the convenience of the internet to help resolve your users' questions and issues. The Ellucian Support Center is our company's technology tool for customers to communicate with the Action Line staff. It is an interactive, internet-based process that can be used to perform a variety of processes and searches and find answers to questions.

Through our Ellucian Support Center, customers can add a contact, update an existing open contact, review the contacts that their institution has opened, review the Known Issues Report, and search the Frequently Asked Questions (FAQ) about their products and services online, on demand.

Some Ellucian Support Center pages and processes are in an unsecured area for anyone visiting our site to use. Other processes are available only to maintenance customers, and therefore are within a secured area.

ActionMail

ActionMail is our electronic-based (email) version of the Action Line telephone support system. ActionMail allows customers to electronically "speak" with an Ellucian consultant on functional and technical issues, as well as to include document enclosures (e.g., transaction data, program dumps, programs, reports).

Although ActionMail is staffed during Ellucian's standard Action Line hours, messages may be left after hours. Like the Action Line automated telephone answering system, ActionMail allows our consultants to perform preparation work before responding to your issue or question. ActionMail can help us classify, prioritize, queue, review enclosures, record basic details, conduct research, and appropriately assign a consultant for resolution of your questions. Customer contacts through ActionMail also are recorded and tracked by our staff.

Online Incident Analysis Capability

Ellucian has the capability of remotely analyzing your systems to identify problem areas. This involves the installation of online access tools at your institution, and allows us to perform a variety of processes and searches to find answers to issues.

Additional Options

We are pleased to now offer customers the opportunity to purchase an increased service level on either their Front Office solutions, or Back Office solutions separately. What this means is that your institution can now carry either the Advantage or Advantage Plus level of support on just those solutions that are a part of your Front Office, or only those solutions that are a part of your Back Office. The new support packages will provide your institution with increased flexibility, peace of mind, and a more cost effective method by which you can receive a higher support level on just those solutions that are most important to you. Enjoy the peace of mind that comes with knowing Ellucian support staff are available to assist you with your constituent-facing front-office solutions, as well as the important back-office solutions that you rely on to keep your internal operations running smoothly.

Customer Communication

eCommunities

Ellucian provides customers with an online community where our customers, partners, and employees can share experiences, ask questions, find answers, and connect to a collaborative and informed network. This community is eCommunities. eCommunities utilizes innovative community and collaboration tools, including:

- Articles with rating and comments;
- Discussion threads;
- News feeds;
- Blogs;
- Document libraries;
- Wikis;
- Polling Questions;
- Tag clouds and categories;
- RSS feeds and email notifications; and
- Robust searching capabilities.

eCommunities provides the community with tools to share, learn, explore, and create. You will now be able to share and collaborate with your peers and Ellucian to facilitate knowledge sharing and growth. The user-friendly tools will help you to build a community within eCommunities. The community can lend support and feedback on solutions currently used on campus. Further, the repository of information can be searched to find answers to common solution questions, best practices, work-arounds, and more. The online community was created to bring together our customers, partners, and employees.

User Groups

As an Ellucian Maintenance Advantage customer, you would be invited to attend our annual User Group meeting, Ellucian Live. This event is held annually and is the primary forum for ongoing user education and direct customer involvement with the continuous development of our products and services. It is also a place where customers can interact and discuss issues relevant to higher education and computing. Reviews of new releases are also an important facet of the conference. The Ellucian Live is the highlight event of the year. User representation is very high, and the location alternates throughout North America, to best accommodate our customers. Ellucian staffs this conference.

In addition, regional users groups are active throughout the higher education community and operate independent of Ellucian. Regional users groups provide a forum for users to meet with their peers to discuss specific issues and procedures as they relate to our products and to obtain training on new system features. Ellucian's participation in regional conferences provides interaction opportunities for our customer groups, and allows for discussion on common implementation issues and new product enhancements. We work directly with the regional user groups in providing personnel experienced in conducting customer-requested sessions and assistance in developing the

SECTION 4

Business Proposal (Bound Separately)

As requested, we have provided our Business Proposal in a separately bound document.

SECTION 5

Offeror's Qualifications

Qualification of Offeror

- (1) To be eligible for award, you must have the capability in all respects to perform fully the contract requirements and the integrity and reliability which will assure good faith performance. We may also consider a documented commitment from a satisfactory source that will provide you with a capability. We may consider information from any source at any time prior to award. We may elect to consider (i) key personnel, any predecessor business, and any key personnel of any predecessor business, including any facts arising prior to the date a business was established, and/or (ii) any subcontractor you identify.

We understand the level of care you are giving to the choice of your ERP provider. After all, your choice is more than just selecting a new vendor, it is a decision to affect your institution, your business, and your various and important constituencies for many years to come. It will require a significant financial investment in your future; it will require to commitment of time spent with a trusted advisor working together toward the common goals laid out in your RFP, and it will be a high-profile decision that will be reviewed state agencies, discussed by your staff and faculty, and used as one of many decision-making criteria by potential students and your student body.

Ellucian knows how important this decision is to you, and we, as the market leader best suited to help you manage you critical challenges, are the vendor you can trust with such an important investment in your future.

Ellucian is a leading global provider of software and services to the higher education industry, which includes public and private colleges and universities, for profit institutions, foundations, higher education systems and further education systems around the world. The company was formed in January 2012, when Datatel and SunGard Higher Education combined businesses to operate as one company focused exclusively on education. Our approximately 2,900 employees around the world serve more than 2,400 colleges, universities, and foundations in 40 countries. Ellucian is headquartered in Fairfax, Virginia and maintains many offices around the world. We have provided market-leading technologies and services to educational institutions for more than four decades.

Ellucian provides solutions, strategic consulting, and technology management services to help institutions measurably improve performance. Bringing together people, processes, and technology, we

work with colleges and universities to help them strengthen performance through improved constituent services, increased accountability, and better educational experiences.

We offer award-winning solutions for building an integrated environment designed to help you improve productivity and performance as you bring together people, processes, and technology. The breadth of our higher-education-specific software portfolio is unmatched and includes: administrative applications to support your operational needs in student information, human resources, finance, financial aid, eProcurement, and more; advancement applications; performance reporting and analytics; enrollment management; portal and communications solutions; and carefully selected partner applications.

- (2) You must promptly furnish satisfactory evidence of responsibility upon request. Unreasonable failure to supply requested information is grounds for rejection. (3) **Corporate subsidiaries are cautioned that the financial capability of an affiliated or parent company will not be considered in determining financial capability;** however, we may elect to consider any security, e.g., letter of credit, performance bond, parent-company corporate guaranty, that you offer to provide. Instructions and forms to help assure acceptability are posted on procurement.sc.gov, link to "Standard Clauses & Provisions." [05-5005-2]

Understood. Ellucian will work with you throughout this process to provide additional information you may desire concerning our market leadership, our strong backlog of business, and our robust pipeline, all of which helps to ensure Ellucian's stability and success for years to come.

Qualifications - Special Standards of Responsibility

- (a) This section establishes special standards of responsibility. **UNLESS YOU POSSESS THE FOLLOWING MANDATORY MINIMUM QUALIFICATIONS, DO NOT SUBMIT AN OFFER:**
- The Student, HR-Payroll, Finance, and Business Intelligence modules (or predecessor versions of those modules) must have been in full production at a minimum of five (5) higher education institutions for at least three (3) years.

This requirement is met through the proposed Colleague solution. Ellucian's impressive commitment to higher education is the foundation of our legacy. Our first client, Willamette University, started on Colleague R1 35 years ago. Over the years, we have evolved with them through five hardware platforms and three databases, and today they run the latest release, R18. Our modular architecture allows us the freedom to update individual functional areas and gives clients the freedom to choose which solution they need.

We have included reference information for your review later in this section.

- Include a discussion of the overall acquired experiences your company, products and services have gained in the higher education industry.

Ellucian has been serving higher education since 1968; higher education is our ONLY market. The experiences we have gained from our services goes directly into strengthening our services, improving our products, and helping us anticipate trends so that we can best prepare our clients. Our clients are better prepared for changes in modes of teaching and learning and teaching, and can take advantage of the broadest portfolio of solutions and services from any one vendor in higher education through their partnership with Ellucian.

Because higher education has needs and requirements unlike any other sector, Ellucian designs products and services to operate cohesively within higher education environments. Collaboratively with customers and other industry leaders, we continually enhance our enterprise solutions to address the evolving needs of the higher education sector.

The critical advantage to Ellucian is our continual commitment to evolving our technology to meet the needs of our customers. In 2012, we developed a fresh architectural approach that has strengthened our clients' investments and accelerated application of new technologies. The [Ellucian Extensible Ecosystem](#), or Ellucian XE, is a flexible and open foundation that spans Ellucian's three core administrative systems, including the proposed Colleague® by Ellucian, to make deploying and updating solutions faster, easier, and at a lower cost of ownership. This architectural approach helps us evolve core administrative solutions rapidly and efficiently, and helps our clients extend their digital campus and maximize their technology investment.

In the interest of full transparency, we have published solution road maps on our website which demonstrate our dedication to ongoing improvement. Just last year we added significant enhancements and launched new releases of several solutions including the proposed Ellucian Recruiter™, Colleague® Intelligent Learning Platform, and Colleague® Reporting and Operating Analytics. In addition, Colleague is certified on Microsoft SQL Server 2012. We work with a best-of-breed partner network comprised of product and service providers that furnish proven software applications, hardware, and services that complement and extend Ellucian's software and service offerings.

- Please supply your total client list of higher education customers running your total integrated ERP system, detailing the version that is currently in production, the modules that are in production, the number of years that system has been in production along with the contact information for each client.

Please see Exhibit A of this section for our client list. Because of our respect for client privacy, and because such an exhaustive list is rather sensitive business information, please treat that sensitive information the way you would ask Ellucian to treat your own sensitive information.

- Provide a description of the top three (3) related customer implementations which most resemble the University, detailing the version that is currently in production, the modules that are in production, the number of years that system has been in production along with the contact information for each client.

Following is a selected list of customer references that most resemble Francis Marion University. To respect our customers' requests, please coordinate any communication with our reference list through Mr. Eric Munro, Account Executive, by telephone at (913) 710-5720 or by email at eric.munro@ellucian.com.

Coastal Carolina University

Address:	100 Chanticleer Dr E, Conway, SC 29528
Contact Name and Title:	Mr. Abdallah Haddad, Chief Information & Technology Officer
Telephone:	(843) 349-2938
Email:	abdallah@coastal.edu
Version:	Colleague R18
Modules in Production:	Colleague Enterprise, Colleague Finance, Colleague Financial Aid, Colleague HR/Payroll, Ellucian Mobile, Ellucian Portal, Recruiter, Colleague Reporting & Operational Analytics, Colleague Student
Date of Installation:	1994

Kean University

Address:	1000 Morris Ave, Union, NJ 07083
Contact Name and Title:	Joseph Marinello, Director of Information Technology
Telephone:	(908) 737-6116
Email:	joe@kean.edu
Version:	Colleague R18
Modules in Production:	Colleague Enterprise, Colleague Finance, Colleague Financial Aid, Colleague HR/Payroll, Ellucian Mobile, Ellucian Portal, Recruiter, Colleague Reporting & Operational Analytics, Colleague Student 3rd Party: Blackboard and Raiser's Edge
Date of Installation:	1985

John Brown University

Address:	2000 W University St, Siloam Springs, AR 72761
Contact Name and Title:	Mr. Paul Nast, Chief Information Systems Officer
Telephone:	(479) 524-7296
Email:	pnast@jbu.edu
Version:	Colleague R18

Modules in Production	Colleague Enterprise, Colleague Finance, Colleague Financial Aid, Colleague HR/Payroll, Ellucian Mobile, Ellucian Portal, Intelligent Learning Platform (ILP), Colleague Reporting & Operational Analytics, Colleague Student 3rd Party – Blackboard, Raiser’s Edge, TouchNet
Date of Installation:	2009

- If available, the offeror should provide references for successful conversions from the IBM iSeries (AS/400) system to the proposed platform.

References: Offeror's References

The Offerors' references given for above should include, but not limited to the following contact information:

- Client name
- Client address
- Contact name
- Telephone number
- Email address
- Brief summary of the project including the date of installation

The State may or may not elect to contact references provided.

Following is a selected list of customer references that include a conversion from IBM iSeries AS/400. To respect our customers’ requests, please coordinate any communication with our reference list through Mr. Eric Munro, Account Executive at (913) 710-5720 or by email at Eric.Munro@ellucian.com.

Cumberland County College

Address:	3322 College Dr., Vineland, NJ 08360
Contact Name and Title:	Mr. Bernie Castro, Executive Director of Information Technology
Telephone:	(856) 200-4534
Email:	bcastro@cccnj.edu
Project Summary:	Moved from Jenzabar – TE (AS/400)
Date of Installation:	2010

John Brown University

Address:	2000 W University St, Siloam Springs, AR 72761
Contact Name and Title:	Mr. Paul Nast, Chief Information Systems Officer
Telephone:	(479) 524-7296
Email:	pnast@jbu.edu
Project Summary:	Moved from Jenzabar – TE (AS/400)
Date of Installation:	2009

Nichols College

Address:	124 Center Rd, Dudley, MA 01571
Contact Name and Title:	Mr. Jared Hamilton, Associate Vice President of Enterprise Applications
Telephone:	(508) 231-2045
Email:	jared.hamilton@nichols.edu
Project Summary:	Moved from Jenzabar – TE (AS/400)
Date of Installation:	2011

- (b) Provide a detailed, narrative statement with adequate information to establish that you meet all the requirements stated in subparagraph (a) above. Include all appropriate documentation. If you intend for us to consider the qualifications of your key personnel, predecessor business(es), or subcontractor(s), explain the relationship between you and such person or entity. [R. 19-445.2125(F)] [05-5010-2]

Ellucian has included references information above, we do not share documentation concerning our confidential client relationships. We have included resumes of key Ellucian personnel who may be involved in your project elsewhere in this proposal. Names have been removed to protect the privacy of our employees.

Qualifications – Required Information

- Please list any failed projects or any clients within the last three (3) years that are no longer current clients. Provide a description of the system and modules that were in production, number of years in production and state the reason(s) why the project failed or why the client terminated the relationship.

From time to time a client may discontinue use of an Ellucian product or service, but for the sake of the privacy of our clients we do not list their information or try to describe why a project “failed” in an RFP response.

- Provide a description of your organization type (public corporation, private corporation, private company, limited liability corporation (LLC), etc.).

Ellucian Inc. is a private corporation

- Provide a description of your corporate history, market segment(s), client base, and employee base.

Ellucian is a leading global provider of software and services to the higher education industry (our only market), which includes public and private colleges and universities, for profit institutions, foundations, higher education systems and further education systems around the world. The company was formed in January 2012, when Datatel and SunGard Higher Education combined businesses to operate as one company focused exclusively on education. Our approximately 2,900 employees around the world serve more than 2,400 colleges, universities, and foundations in 40 countries. Ellucian is headquartered in Fairfax, Virginia and maintains many offices around the world. We have provided market-leading technologies and services to educational institutions for more than four decades.

Ellucian provides solutions, strategic consulting, and technology management services to help institutions measurably improve performance. Bringing together people, processes, and technology, we work with colleges and universities to help them strengthen performance through improved constituent services, increased accountability, and better educational experiences.

We offer award-winning solutions for building an integrated environment designed to help you improve productivity and performance as you bring together people, processes, and technology. The breadth of our higher-education-specific software portfolio is unmatched and includes: administrative applications to support your operational needs in student information, human resources, finance, financial aid, eProcurement, and more; advancement applications; performance reporting and analytics; enrollment management; portal and communications solutions; and carefully selected partner applications.

- The Offeror shall also provide evidence of the Offeror’s financial ability to carry out the project. All evidence under this requirement shall be in sufficient detail to allow an adequate evaluation by the state’s RFP team. Offerors should provide corporate financial information i.e. Balance Sheet, Income Statement/Profit and Loss Statement including, but

not limited to, audited company financial statements for most recent three (3) fiscal years. In addition, request a cover letter from the individual evaluating the financials to indicate if the financial data was audited, compiled, or reviewed. Acceptable secondary forms of financial stability would include: Annual Reports, and/or any Dunn & Bradstreet Ratings, etc. However, audited financials are preferred.

Ellucian is a privately held company, and accordingly, our financial information is confidential information of the company that is not made available to the public. However, Ellucian is a market leader with a strong track record of service, a strong pipeline of business, respected and stable leaderships, and a reputation for delivering on our forecasted functionalities cited in our public product roadmaps. We are happy to further discuss our company financial strength and stability with you in consultation.

- Provide a disclosure of any judgments, including but not limited to: pending or expected litigation or other real or potential financial reversals that might affect the viability or stability of the corporations; or warrant that no such condition is known to exist.

Like any business of similar size and age, Ellucian has been involved in certain disputes from time to time in the ordinary course of business. For various reasons, including the existence of confidentiality obligations and related concerns, Ellucian does not, as a policy, disclose the specifics of any particular dispute. However, Ellucian has no dispute or legal action currently outstanding that, in our opinion, would materially impact our financial position or our ability to fulfill any of our present or anticipated contractual obligations.

- Provide information regarding the long term viability of the products that are part of your proposed solution. Include commitments to Research & Development, functionality enhancements, compatibility to industry standard changes (for example, introduction of the Windows Vista operating system), and integrations to third (3rd) party solutions.

Response

Ellucian has been serving higher education since 1968; our company has a rich history of helping our clients address their critical needs, embrace industry trends, and plan for the future of technology. Our clients are better prepared for changes in modes of teaching and learning and teaching, and can take advantage of the broadest portfolio of solutions and services from any one vendor in higher education through their partnership with Ellucian.

Because higher education has needs and requirements unlike any other sector, Ellucian designs products and services to operate cohesively within higher education environments. Collaboratively with customers and other industry leaders, we continually enhance our enterprise solutions to address the evolving needs of the higher education sector.

The critical advantage to Ellucian is our continual commitment to evolving our technology to meet the needs of our customers. In 2012, we developed a fresh architectural approach that has strengthened our clients' investments and accelerated application of new technologies. The [Ellucian Extensible Ecosystem](#), or Ellucian XE, is a flexible and open foundation that spans Ellucian's three core administrative systems, including the proposed Colleague® by Ellucian, to make deploying and updating solutions faster, easier, and at a lower cost of ownership. This architectural approach helps us evolve core administrative solutions rapidly and efficiently, and helps our clients extend their digital campus and maximize their technology investment.

In the interest of full transparency, we have published solution road maps on our website which demonstrate our dedication to ongoing improvement. Just last year we added significant enhancements and launched new releases of several solutions including the proposed Ellucian Recruiter™, Colleague® Intelligent Learning Platform, and Colleague® Reporting and Operating Analytics. In addition, Colleague is certified on Microsoft SQL Server 2012. We work with a best-of-breed partner network comprised of product and service providers that furnish proven software applications, hardware, and services that complement and extend Ellucian's software and service offerings.

This impressive commitment is the foundation of our legacy. Our first client, Willamette University, started on Colleague R1 35 years ago. Over the years, we have evolved with them through five hardware platforms and three databases, and today they run the latest release, R18. Our modular architecture allows us the freedom to update individual functional areas and gives clients the freedom to choose which solution they need.

Our flexibility originates from our open architecture infrastructure, a single-source technology that supports vendor independence and allows for efficient upgrades without affecting system components. In other words, institutions are free to choose the best hardware, operating system, database, and value-added products they need.

Ellucian's dedication to database and platform independence provides the flexibility, portability, and scalability required to address Francis Marion University's specific needs. Colleague by Ellucian is supported on three different databases with one set of source code and is offered in the UNIX®, Microsoft® Windows®, and Linux environments.

Based on a Services-Oriented Architecture (SOA), our technology is built with openness and adherence to industry standards, providing a strong foundation for constantly changing business conditions. Because the user interface, business rules, and database storage/retrieval logic layers in Colleague are separated, each layer can be independently upgraded without affecting the system's other integral components. In addition, with Colleague's single-source code base, there is little need to repurchase or rewrite applications to take advantage of new or changing technologies, so you avoid incurring the substantial costs typically associated with such enhancements. We would continue to add functionality through enhancements, acquisition of complementary products, and integration with third-party offerings.

With an independent architecture you can:

- Leverage the technologies to address specific needs;
- Streamline migrations;
- Adhere to existing operational strategies; and
- Scale to address your usage and load-balancing needs.

We are one of the only higher education vendors to deliver a single application across multiple technology platforms providing an independent architecture, which means our customers can leverage emerging technologies without having to re-implement Colleague.

Ellucian's future solution portfolio is guided by a technology vision that supports improved functionality, better integration, more agile development, expanded points of access for your constituents, and innovative delivery methods.

Ellucian XE is grounded in common principles, standards, and services. This approach helps you deliver the features and functionality your constituents demand and sustain the business processes that make your institution unique.

Because Ellucian XE allows Colleague to support deeper and richer integration at many inflection points, you can support a multimodal user experience including self-service portals, mobile, interfaces for power users, and applications in the cloud, extending your digital campus in ways that make sense for your institution, your business processes, and the constituents you serve.

Colleague and the Ellucian XE vision help address the evolving needs of higher, further, and vocational education through:

- A robust API and web services strategy that wraps around the core ERP platforms, supporting deep, standards-based integration and extending interoperability with new and existing software solutions from Ellucian, partners, and other third parties.
- An agile development philosophy for more quickly evolving the core administrative systems and advancing functionality across the portfolio, extending the value of customers' system investments.
- Expanding points of access to the powerful information and system benefits, including self-service portals, mobile applications, interfaces for power users, and applications in the cloud.
- Uniting robust and collaborative customer and partner communities by creating new cross-system synergies and opportunities to guide and participate in ongoing development, services, and common technology futures.
- Optimized delivery methods with fewer steps to deliver, maintain, and extend software.
- Automated release tools and configuration management help simplify complex tasks, significantly reducing the time, risk, and pain involved in provisioning, implementing, and updating technologies.

Ellucian XE helps the global Ellucian client community continuously evolve their technology environments by extending the core administrative systems they depend on.

Ellucian's XE vision is designed to guide the development of tools across our portfolio of solutions and is derived from more than 47 years of exclusive focus and work in higher education. Draw upon this wealth of knowledge to help your institution meet today's demands with greater agility and create a more sustainable future for your campus community.

By providing the flexibility to choose the technologies that best meet the unique requirements of your university, Colleague and the Ellucian XE approach will allow your institution to cultivate a strong and healthy information technology environment – one that adapts to emerging technologies and an ever-changing higher education landscape.

Ellucian is continually researching market trends, taking advantage of the newest technologies, and consulting with our client partners as we set direction for our products. Please see our Ellucian Roadmaps for information concerning the exciting areas our products are headed, located here:

<http://www.ellucian.com/Roadmaps/>

- Provide a description of where your current products are in the development lifecycle. Provide specifics on when the next scheduled upgrade will be released and how significant that release will be from an implementation or upgrade perspective for your current clients.

Ellucian's solutions are positioned for the future, allowing institutions such as Francis Marion University to embrace emerging technologies at a pace best suited for you, which will help ensure you remain technologically current and competitive. Ellucian is committed to using advanced technologies in our products. We believe it is our responsibility to evolve our products to promote the use of advanced software and hardware capabilities and to keep our clients positioned for future trends and requirements.

We have spent years working in conjunction with many colleges and universities to develop our solutions, improve our services, and anticipate trends that will affect you. The result is an extremely stable, user friendly, feature rich Colleague solution designed to address the unique needs of colleges and universities.

The right technology can help your institution meet today's demands with greater agility and create a more sustainable future for your campus community. Ellucian's solution portfolio is guided by a technology vision that supports improved functionality, better integration, more agile development, expanded points of access for your constituents, and innovative delivery methods – all things critical to your success.

The Ellucian Extensible Ecosystem (XE) – is grounded in common principles, standards, and services. Ellucian XE wraps a robust API and web services strategy around Ellucian's core ERP platforms, including Colleague by Ellucian, so that you can optimize and extend your investment. This approach helps you deliver the features and functionality your constituents need and sustain the business processes that make Francis Marion University's unique.

Because Ellucian XE supports deeper and richer integration, Francis Marion University can support a multimodal user experience including self-service portals, mobile, interfaces for power users, and applications in the cloud, extending your reach in ways that make sense for your institution, your business processes, and the constituents you serve.

All of Colleague's solutions are in general delivery and we are working on efforts to incorporate new technology standards in all self-service functionality utilizing the latest technology for full extensibility including the following:

- Leverage standard development tools
(Microsoft .NET4, HTML5, JavaScript, CSS3, etc.)
- Reduced costs for IT
Standard tools and staffing options now available
- Alignment with Ellucian XE strategy
Open, extensible framework
- Ability to customize and create self-service workflows and applications

Ellucian's future solution portfolio is guided by a technology vision that supports improved functionality, better integration, more agile development, expanded points of access for your constituents, and innovative delivery methods.

Ellucian utilizes the Agile Lifecycle Management methodology as an alternative to traditional project management, typically used in software development. It helps teams respond to unpredictability through incremental, iterative work cadences, known as sprints.

Roadmaps for each solution are regularly updated and published on our website:

www.ellucian.com/roadmaps. Roadmaps for our solutions typically reflect a 2+ year timeline, with high-level information provided for the proposed enhancements to be included in the next release.

The Colleague release system greatly reduces or eliminates release sequencing mistakes and helps ensure that each client receives what they have licensed and nothing more. The estimated work effort depends on the size and complexity of the release and the amount of data being updated at your institution.

- Identify Offeror's key personnel that will be assigned to this project and their professional qualifications. Include a resume for each and a description of their responsibilities/duties for this project.

Please refer to our samples resumes included in Section 3.

- Identify same information as stated above for key personnel of all proposed third (3rd) party business partners.

Ellucian Professional Services, not third party vendors, provide the majority of the implementation and support services for Colleague. Ellucian works with our Strategic partners, CompuSoft Development and

TouchNet Information Systems, Inc. on the implementation of their solutions. Our Ellucian project manager is accountable for the quality and the timeliness of the delivery of services.

- Identify Offeror's non-key personnel by number and areas of responsibility for this project.

All our services are delivered by a diverse and knowledgeable team that brings deep higher education experience, specific functional knowledge of Ellucian's Colleague solutions, and an understanding of the challenges you face across your institution. Our consultants are highly skilled in their craft with many years of experience listening and adapting to the changing landscape of technology, education, compliance, among other driving forces affecting institutions today. Because they are well versed in higher education issues and aspirations, they are able to build bridges between people, processes, and technology to overcome barriers.

With more than 2,950 professionals, Ellucian has one of the largest workforces in the industry dedicated to higher education. Our staff possesses a wealth of experience in and knowledge of today's higher education environment. Additionally, our technical staff comprised of at least 1,067 professionals, is cross-trained and well versed in Ellucian Products.

Ellucian has 2,950 employees worldwide, 1,553 of which are distributed among the following categories.

- Research & Development: 800
- Technical Support: 237
- Services: 516

Subcontractor -- Identification

If you intend to subcontract, at any tier level, with another business for any portion of the work and that portion either (1) exceeds 10% of your cost, (2) involves access to any "government information," as defined in the clause entitled "Information Security - Definitions," if included, or (3) otherwise involves services critical to your performance of the work (err on the side of inclusion), your offer must identify that business and the work which they are to perform. Identify potential subcontractors by providing the business name, address, phone, taxpayer identification number, **and point of contact**. In determining your responsibility, the state may contact and evaluate your proposed subcontractors. [05-5030-2]

Subcontractor's References

The subcontractor's references should include, but not limited to, three (3) references of comparable size and complexity. The references should include:

- Client name
- Client address

- Contact name
- Telephone number
- Email address
- Description of the working and contractual relationship with the primary Offeror.
- Brief summary of the project including the date of installation

Offerors should provide subcontractor's references and financials if any subcontractor will contribute more than 10% of the performance requirements of the contract. In addition, The State may or may not elect to contact the reference provided.

Ellucian has no plans to subcontract effort in response to this RFP.

SECTION 5, EXHIBIT A

List of Current Colleague Clients

Ellucian considers a list of all current Colleague clients to be highly sensitive information and we request it not be provided for public consumption. For the privacy of our clients, please coordinate all contact with the institutions listed below through Mr. Eric Munro, Account Executive, via email at Eric.Munro@ellucian.com or via phone at (913) 710-5720.

- Copper Mountain Community College District
- Butte-Glen Community College District
- Desert Community College District
- Chaffey Community College District
- Hartnell Community College District
- El Camino Community College District
- Lassen Community College District
- University of Arkansas at Pine Bluff
- Rhode Island School of Design
- Oakland Community College
- Fairleigh Dickinson University
- University of the Sciences in Philadelphia
- Gannon University
- Carl Sandburg College
- Wheeling Jesuit University
- Olivet Nazarene University
- Mercyhurst University
- Palo Verde College
- Mendocino College
- Erie Community College North Campus
- Hillsdale College
- Felician College
- Milwaukee Area Technical College
- Lewis and Clark Community College
- Tarrant County College District
- Alma College
- Union County College
- Saint Xavier University
- Bergen Community College
- Becker College-Leicester
- Becker College-Worcester
- Carroll College
- Widener University School of Law
- University of Bridgeport
- Springfield Technical Community College
- Fielding Graduate University
- Troy University
- San Francisco Art Institute
- Widener University
- Hardin-Simmons University
- Loras College
- North Iowa Area Community College
- Montgomery County Community College
- Dean College
- Atlantic Cape Community College
- Texas Wesleyan University
- Marygrove College
- Central Wyoming College
- Franklin University
- MacEwan University
- Hodges University
- Western International University
- Bermuda College
- Assumption College
- Lethbridge College
- Albany Medical Center
- Monmouth College
- Indiana Wesleyan University
- The University of West Alabama
- Francis Tuttle Technology Center
- Massachusetts Maritime Academy
- DeSales University
- Northwood University
- Spartanburg Community College
- South Suburban College of Cook County
- Salve Regina University
- Colorado Christian University

****Confidential and Proprietary****

- Midway University
- County College of Morris
- Redeemer University College
- Erie Community College City Campus
- Northern Wyoming Community College District
- Kansas City Kansas Community College
- Prince George's Community College
- Central Ohio Technical College
- Culinary Institute of America
- Northwest College
- College of DuPage
- Lincoln University (PA)
- Rush University
- Embry-Riddle Aeronautical University
- Penn State Milton S. Hershey Medical Center College of Medicine
- Embry-Riddle Aeronautical University-Worldwide
- Embry-Riddle Aeronautical University-Prescott
- University of Arkansas Community College at Batesville
- The Cooper Union
- Carleton College
- Troy University - Montgomery
- Southeastern Community College-IA
- Iowa Lakes Community College
- University of Sudbury
- Scott Community College
- The Sage Colleges-Sage College Of Albany
- Clinton Community College
- Troy University - Dothan
- Capital Law School
- Spalding University
- Diablo Valley College
- Muscatine Community College
- Hawkeye Community College
- The Sage Colleges - Sage Graduate School
- Northeast Iowa Community College
- Northwest Iowa Community College
- Morton College
- Birmingham-Southern College
- Whitworth University
- Antioch University New England
- Antioch University Seattle
- Antioch University Midwest
- Antioch University Los Angeles
- Antioch University Santa Barbara
- Rosalind Franklin University of Medicine & Science
- Oglethorpe University
- Lees-McRae College
- Lincoln Memorial University
- College of the Redwoods Community College District
- Ocean County College
- Hampshire College
- Marymount University
- Gustavus Adolphus College
- Trent University
- University of New Brunswick
- Fresno Pacific University
- Monmouth University
- Champlain College
- Mount Allison University
- Loyola University Maryland
- Oklahoma Christian University
- Saint Michael's College
- Wittenberg University
- Virginia Wesleyan College
- Calvin College
- Grinnell College
- Keene State College
- Mount Saint Vincent University
- Millsaps College
- Valparaiso University
- Acadia University
- Amherst College
- Allegheny College
- Hamilton College
- Hartwick College
- Southwestern Law School
- Quinnipiac University
- University of Evansville
- Hagerstown Community College
- Juniata College
- Lakehead University
- Iowa Western Community College
- Laurentian University of Sudbury
- Ashland University
- Southwest Baptist University

****Confidential and Proprietary****

- The Sage Colleges
- Southwestern University
- McDaniel College
- Washington College
- North Central College
- Riverside Community College District
- Stillman College
- Union College
- Trident Technical College
- Muskingum University
- Mott Community College
- Briar Cliff University
- MGH Institute of Health Professions
- Nipissing University
- Coker College
- Elmhurst College
- Iowa Central Community College
- Wabash College
- St. Thomas University
- Willamette University
- University of Guam
- College of the Mainland
- State University of New York at Albany
- The College of Idaho
- Trinity University
- Regis University
- Tuskegee University
- Transylvania University
- Thomas Edison State College
- Neumann University
- Le Moyne College
- Simpson College
- Capital University
- Alliance Of Community Colleges For Electronic Sharing, Or Acces
- Austin College
- Susquehanna University
- The University of Tulsa
- Midlands Technical College
- Campbell University, Incorporated
- Eastern Iowa Community College District
- Kirkwood Community College
- Carlos Albizu University Miami Campus
- Rancho Santiago Community College District
- Daemen College
- Cabrillo Community College District
- Palo Verde Community College District
- Southwestern Community College District
- Ohlone Community College District
- Merced Community College District
- Napa Valley Community College District
- Shasta-Tehama-Trinity Joint Community College District
- Mt. San Jacinto Community College District
- Mendocino-Lake Community College District
- Lake Tahoe Community College District
- San Bernardino Valley College
- Norco College
- Rust College
- Woodland Community College
- Augustana College
- Haywood Community College
- Cedar Valley College
- Santa Ana College
- Fresno City College
- Richmond Community College
- McDowell Technical Community College
- Brunswick Community College
- Kaskaskia College
- Gaston College
- Craven Community College
- Catawba Valley Community College
- Mayland Community College
- Evergreen Valley College
- Blue Ridge Community College
- Edgecombe Community College
- The Institute of World Politics
- Guilford Technical Community College
- Texas Southmost College
- Piedmont Community College
- SD Centers For Education And Technology
- Vance-Granville Community College
- Mission College
- North Lake College
- West Valley College
- Technical And Comprehensive Education Board Of South Carolina
- Moreno Valley College
- Yuba College

****Confidential and Proprietary****

- West Hills College Coalinga
- Grossmont College
- College of the Albemarle
- Western Piedmont Community College
- Wilkes Community College
- San Diego City College
- Southeastern Community College-NC
- Eastern Oklahoma State College
- Riverside City College
- Scripps College
- Tarrant County College - Trinity River Campus
- West Hills College Lemoore
- El Camino College Compton Center
- Mountain View College
- Robeson Community College
- Kishwaukee College
- Cape Fear Community College
- Shawnee Community College
- CCAC Allegheny Campus
- Pitt Community College
- Cuyamaca College
- Rowan-Cabarrus Community College
- Bladen Community College
- Martin Community College
- Mitchell Community College
- Crafton Hills College
- Halifax Community College
- Montgomery Community College
- Galveston College
- Nash Community College
- Wake Technical Community College
- Roanoke-Chowan Community College
- Alpena Community College
- Rockingham Community College
- Justice Institute of British Columbia
- Columbia College
- Carteret Community College
- The College of Wooster
- Santiago Canyon College
- Lenoir Community College
- Sandhills Community College
- Surry Community College
- Coastal Carolina Community College
- Forsyth Technical Community College
- James Sprunt Community College
- Asheville - Buncombe Technical Community College
- El Centro College
- CCAC Boyce Campus
- Saint Joseph's College - Suffolk Campus
- CCAC North Campus
- CCAC South Campus
- Pitzer College
- Wesley Theological Seminary
- Brookhaven College
- Eastfield College
- Beaufort County Community College
- San Diego Mesa College
- Southwestern Community College
- Richland College
- Tri-County Community College
- Isothermal Community College
- Johnston Community College
- Pamlico Community College
- Northern Ontario School of Medicine
- Stanly Community College
- Claremont McKenna College
- Harvey Mudd College
- Wilson Community College
- South Piedmont Community College
- Eastern Idaho Technical College
- Fayetteville Technical Community College
- Moraine Valley Community College
- Central Carolina Community College
- Alamance Community College
- Robert B. Miller College
- Durham Technical Community College
- San Jose City College
- San Diego Miramar College
- Sampson Community College
- Modesto Junior College
- Cleveland Community College
- Air Force Institute of Technology
- Administrative System Consortium Society (ASCS)
- OCAD University
- Berklee College of Music
- Thunderbird School of Global Management
- Barry University
- Illinois State University

****Confidential and Proprietary****

- Anne Arundel Community College
- School of Visual Arts
- Davidson County Community College
- Copper Mountain College
- Claremont Graduate University
- Washington and Lee University
- Pennsylvania College of Health Sciences
- Reading Area Community College
- Centenary College
- Schoolcraft College
- Philadelphia University
- Passaic County Community College
- Glen Oaks Community College
- Phillips Community College of the University of Arkansas
- Dallas Baptist University
- Napa Valley College
- Mercer County Community College
- Mount Vernon Nazarene University
- Triton College
- Gateway Technical College
- Arizona Western College
- East Mississippi Community College
- Eastern Nazarene College
- Southern Nazarene University
- Trevecca Nazarene University
- North Central State College
- Our Lady of the Lake College
- Manhattanville College
- Hudson County Community College
- Muskegon Community College
- Antioch University
- Mount Saint Mary's University
- Tulsa Technology Center
- Brookdale Community College
- Seattle University
- St. Clair County Community College
- Saint Peter's University
- Rowan College at Burlington County
- Lincoln University (MO)
- Delta College
- San Juan College
- Kalamazoo College
- Lee University
- Parkland College
- Erie Community College South Campus
- Agnes Scott College
- Aurora University
- Maryville University of Saint Louis
- North Park University
- Carlow University
- Del Mar College
- Saint Vincent College
- Baldwin Wallace University
- St. Francis College
- Bunker Hill Community College
- Chapman University
- Hocking College
- Clark State Community College
- Carson-Newman University
- Columbus State Community College
- Luther College-IA
- West Hills Community College District
- Vanguard University of Southern California
- Morehead State University
- Jacksonville University
- Stevenson University
- Southeast Community College - NE
- Western Wyoming Community College
- Edison State Community College
- Saint Joseph's College, New York
- Texas State Technical College Marshall
- Pacific School of Religion
- Texas State Technical College West Texas
- San Francisco Theological Seminary
- Dominican School Philosophy & Theology
- Emory & Henry College
- Los Medanos College
- Texas State Technical College Waco
- West Virginia Wesleyan College
- Alderson Broaddus University
- Starr King School for the Ministry
- Texas State Technical College Harlingen
- Castleton State College
- Davis & Elkins College
- Jesuit School of Theology of SCU
- PLTS of Cal Lutheran University
- American Baptist Seminary of the West
- Pomona College
- Contra Costa College
- Church Divinity School of the Pacific

****Confidential and Proprietary****

- Franciscan School of Theology
- Greenville Technical College
- Contra Costa Community College District Office
- Lesley University
- Texas Woman's University
- Aquinas College
- Holy Family University
- Odessa College
- Lambton College of Applied Arts and Technology
- Pratt Institute
- Albertus Magnus College
- Columbia College - MO
- Sinclair Community College
- Art Center College of Design
- Clarke University
- Bethany College
- Lebanon Valley College
- Elon University
- Southern New Hampshire University
- Mt. San Jacinto College
- Lewis and Clark College
- Texas State Technical College System
- Delaware Valley University
- Furman University
- University of California-Hastings College of the Law
- Florence - Darlington Technical College
- Cornerstone University
- McLennan Community College
- Coastal Carolina University
- Marymount Manhattan College
- St. Thomas University
- Bucks County Community College
- Linfield College
- Mansfield University of Pennsylvania
- Chaffey College
- Clackamas Community College
- Western Nebraska Community College
- Pacific Union College
- Ohlone College
- West Texas A & M University
- Simpson University
- Berkshire Community College
- California Lutheran University
- Sacred Heart University
- Colorado Mountain College
- Pacific University
- Southwestern Baptist Theological Seminary
- Vermont State Colleges System Office
- St. Bonaventure University
- Bridgewater College
- McKendree University
- Hillsborough Community College
- Independent College Enterprise, Inc.
- Our Lady of the Lake University
- Macomb Community College
- Simmons College
- Lyndon State College
- Vermont Technical College
- University of Charleston
- Community College of Vermont
- Johnson State College
- Humphreys College
- Keuka College
- Belhaven University
- Saint Leo University
- College of New Caledonia
- Cedarville University
- Ohio Dominican University
- Butler County Community College
- Northeastern Technical College
- Northern Lights College
- Ursinus College
- Cincinnati State Technical and Community College
- Marietta College
- College of the Canyons
- Ministry of Education Science Technology and Innovation
- Piedmont College
- Westmont College
- Bloomfield College
- John Marshall Law School
- Nova Scotia College of Art and Design
- American Samoa Community College
- Denmark Technical College
- Suffolk University
- Eastern Wyoming College
- Camosun College

****Confidential and Proprietary****

- King's College
- Life Chiropractic College West
- El Camino College
- Emily Carr University of Art + Design
- Graduate Theological Union
- Medical University of South Carolina
- College of the Rockies
- Dallas County Community College District Office
- Regis College - MA
- Garden City Community College
- Cazenovia College
- Manchester University
- American University of Puerto Rico
- Assiniboine Community College
- Barnard College
- Brooklyn Law School
- The University of the Arts
- Santa Clarita Community College District
- Middlesex County College
- North Idaho College
- Lycoming College
- Caldwell Community College and Technical Institute
- Monroe County Community College
- Nebraska Wesleyan University
- Lassen Community College
- Nicola Valley Institute of Technology
- Golden Gate University
- Hartnell College
- Kankakee Community College
- Monroe College
- Three Rivers Community College
- Joliet Junior College
- Orangeburg-Calhoun Technical College
- Meredith College
- Navarro College
- World Learning/SIT
- Saginaw Valley State University
- Mid Michigan Community College
- Washington & Jefferson College
- The University of Texas at Brownsville
- Virginia Military Institute
- Rock Valley College
- Technical College of the Lowcountry
- Victor Valley College
- Dewey University
- Bayamon Central University
- Temple College
- Phillips Exeter Academy
- St. Charles Community College
- Shasta College
- Massachusetts College of Art and Design
- Nazareth College of Rochester
- Roanoke College
- Arkansas State University-Mid-South
- Caribbean University
- Northwest Community College
- Camden County College
- Lincoln Land Community College
- University of Northwestern Ohio
- Mercy College of Health Sciences
- Mount Holyoke College
- University of Guelph
- Ozarks Technical Community College
- Carroll Community College
- San Bernardino Community College District
- Yosemite Community College District
- Alvin Community College
- Williamsburg Technical College
- Cabrillo College
- Luzerne County Community College
- Casper College
- Washington State Community College
- Allegany College of Maryland
- Shenandoah University
- Albany Law School
- University of Pikeville
- Saint Mary's College of California
- San Jose/Evergreen Community College District
- Southwestern College
- Central Texas College
- Dordt College
- Southwest Texas Junior College
- Merced College
- Southeast Arkansas College
- The Juilliard School
- Whitman College
- Central College
- The University of Winnipeg

****Confidential and Proprietary****

- Claremont University Consortium
- Chesapeake College
- Worcester State University
- North Island College
- Wayne Community College
- Chaminade University of Honolulu
- Pennsylvania College of Technology
- East Central College
- Danville Area Community College
- Lake Tahoe Community College
- Central Piedmont Community College
- Holland College
- Community College of Allegheny County
- John Brown University
- California College of the Arts
- Butte College
- San Diego Community College District
Administrative Offices
- College of the Desert
- Yuba Community College District
- California Institute of the Arts
- Grossmont-Cuyamaca Community College
District
- Randolph Community College
- Aiken Technical College
- Amarillo College
- Finger Lakes Community College
- Rockland Community College
- Onondaga Community College
- High Point University
- Niagara University
- St. Lawrence University
- Howard Community College
- Westmoreland County Community
College
- Kellogg Community College
- Maritime Universities Systems Integration
Consortium
- Institute for Shipboard Education
- Indian Hills Community College
- St. Ambrose University
- College for Creative Studies
- Southern Adventist University
- Lewis-Clark State College
- Prairie State College
- College of Southern Maryland
- Kean University
- Westminster College - UT
- Jackson College
- The Board of Governors of Red River
College
- William Jewell College
- Georgia Military College
- Wor-Wic Community College
- Nichols College
- Notre Dame of Maryland University
- Mount Marty College
- Ferrum College
- McHenry County College
- Musicians Institute
- Washington Adventist University
- Oklahoma City Community College
- Grand View University
- Emmanuel College
- Governors State University
- Fanshawe College of Applied Arts and
Technology
- Eastern University
- Wilson College
- Doane College
- Cumberland County College
- Lake Land College
- Laramie County Community College
- Walsh College of Accountancy and
Business Administration
- Marywood University
- York Technical College
- State University of New York Empire State
College
- American University
- Alverno College
- University of Redlands
- Austin Community College District
- Metropolitan Community College
- Life University
- Viterbo University
- Hinds Community College
- Central Community College
- Roger Williams University
- Carlos Albizu University
- Union University
- Henry Ford College

****Confidential and Proprietary****

- Illinois Valley Community College
- Norfolk State University
- Wyoming Community College Commission
- State Center Community College District
- Des Moines University
- Adler University
- Elgin Community College
- Western Iowa Tech Community College
- Northwestern College
- University of Prince Edward Island
- D'Youville College
- College of Western Idaho
- William Peace University
- Benedictine College
- Bellarmine University
- Sussex County Community College
- Tusculum College
- MCPHS University
- Reedley College
- Warner Pacific College
- North Carolina Community College System

SECTION 6

Information for Vendors to Submit

General

You shall submit a signed Cover Page and Page Two. If you submit your offer electronically, you must upload an image of a signed Cover Page and Page Two. Your offer should include all other information and documents requested in this part and in parts II.B. Special Instructions; III. Scope of Work; V. Qualifications; VIII. Bidding Schedule/Price Proposal; and any appropriate attachments addressed in Part IX. Attachments to Solicitations. You should submit a summary of all insurance policies you have or plan to acquire to comply with the insurance requirements stated herein, if any, including policy types; coverage types; limits, sub-limits, and deductibles for each policy and coverage type; the carrier's A.M. Best rating; and whether the policy is written on an occurrence or claims-made basis. [04-4010-2]

Ellucian has included our signature forms, as well as proof of insurance, in this response.

 <h2 style="text-align: center;">State of South Carolina</h2> <p style="text-align: center;">Request for Proposal</p>	Solicitation: 5400010443 Date Issued: 12/10/2015 Procurement Officer: DONNA J. POTTS, CPPB Phone: 803-896-6389 E-Mail Address: dpotts@mmo.sc.gov Mailing Address: SFAA, Div. of Procurement Services, ITMO 1201 Main Street, Suite 600 Columbia SC 29201
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DESCRIPTION: **Enterprise Resource Planning (ERP) System**

USING GOVERNMENTAL UNIT: **Francis Marion University**

The Term "Offer" Means Your "Bid" or "Proposal". Your offer must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior. See "Submitting Your Paper Offer or Modification" provision.

SUBMIT YOUR OFFER ON-LINE AT THE FOLLOWING URL: <http://www.procurement.sc.gov>
 SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS: SFAA, Div. of Procurement Services, ITMO 1201 Main Street, Suite 600 Columbia SC 29201	PHYSICAL ADDRESS: SFAA, Div. of Procurement Services, ITMO 1201 Main Street, Suite 600 Columbia SC 29201
---	--

SUBMIT OFFER BY (Opening Date/Time): 1/22/2016 by 11:00:00 (See "Deadline For Submission Of Offer" provision)

QUESTIONS MUST BE RECEIVED BY: 12/18/2015 by 13:00:00 Send questions to dpotts@mmo.sc.gov (See "Questions From Offerors" provision)

NUMBER OF COPIES TO BE SUBMITTED: **SEE INSTRUCTIONS ON PAGE THREE (3)**

CONFERENCE TYPE: Not Applicable DATE & TIME: (As appropriate, see "Conferences - Pre-Bid/Proposal" & "Site Visit" provisions)	LOCATION: Not Applicable
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AWARD & AMENDMENTS	Award will be posted on 03/04/2016 . The award, this solicitation, any amendments, and any related notices will be posted at the following web address: http://www.procurement.sc.gov
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You must submit a signed copy of this form with Your Offer. By signing, You agree to be bound by the terms of the Solicitation, as modified by Your accompanying Bid/Offer. You agree to hold Your Offer open for a minimum of ninety (90) calendar days after the Opening Date. (See "Signing Your Offer" provision.)

NAME OF OFFEROR Ellucian Inc. (full legal name of business submitting the offer)	Any award issued will be issued to, and the contract will be formed with, the entity identified as the Offeror. The entity named as the offeror must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.
AUTHORIZED SIGNATURE (Person must be authorized to submit binding offer to contract on behalf of Offeror.)  FF9AA4907A2C48C...	DATE SIGNED February 4, 2016
TITLE Vice President Global Sales Operations & Initiatives (business title of person signing above)	STATE VENDOR NO. 635693 (Register to Obtain S.C. Vendor No. at www.procurement.sc.gov)
PRINTED NAME Jenny Lee (printed name of person signing above)	STATE OF INCORPORATION Virginia (If you are a corporation, identify the state of incorporation.)

OFFEROR'S TYPE OF ENTITY: (Check one)	(See "Signing Your Offer" provision.)
<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Partnership
<input checked="" type="checkbox"/> Corporate entity (not tax-exempt)	<input type="checkbox"/> Corporation (tax-exempt)
<input type="checkbox"/> Other _____	<input type="checkbox"/> Government entity (federal, state, or local)



State of South Carolina

Request for Proposal

Amendment 1

Solicitation: 5400010443
 Date Issued: 12/14/2015
 Procurement Officer: DONNA J. POTTS, CPPB
 Phone: 803-896-6389
 E-Mail Address: dpotts@mmo.sc.gov
 Mailing Address: SFAA, Div. of Procurement Services, ITMO
 1201 Main Street, Suite 600
 Columbia SC 29201

DESCRIPTION: **Enterprise Resource Planning (ERP) System**

USING GOVERNMENTAL UNIT: **Francis Marion University**

The Term "Offer" Means Your "Bid" or "Proposal". Your offer must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior. See "Submitting Your Paper Offer or Modification" provision.

SUBMIT YOUR OFFER ON-LINE AT THE FOLLOWING URL: <http://www.procurement.sc.gov>

SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS:
 SFAA, Div. of Procurement Services, ITMO
 1201 Main Street, Suite 600
 Columbia SC 29201

PHYSICAL ADDRESS:
 SFAA, Div. of Procurement Services, ITMO
 1201 Main Street, Suite 600
 Columbia SC 29201

SUBMIT OFFER BY (Opening Date/Time): **02/05/2016 by 11:00:00** (See "Deadline For Submission Of Offer" provision)

QUESTIONS MUST BE RECEIVED BY: **12/31/2015 by 13:00:00** Send questions to dpotts@mmo.sc.gov (See "Questions From Offerors" provision)

NUMBER OF COPIES TO BE SUBMITTED: **SEE INSTRUCTIONS ON PAGE THREE (3) of the Original Solicitation**

CONFERENCE TYPE: **Not Applicable**
 DATE & TIME:

(As appropriate, see "Conferences - Pre-Bid/Proposal" & "Site Visit" provisions)

LOCATION: **Not Applicable**

AWARD & AMENDMENTS Award will be posted on **03/23/2016**. The award, this solicitation, any amendments, and any related notices will be posted at the following web address: <http://www.procurement.sc.gov>

You must submit a signed copy of this form with Your Offer. By signing, You agree to be bound by the terms of the Solicitation, as modified by Your accompanying Bid/Offer. You agree to hold Your Offer open for a minimum of ninety (90) calendar days after the Opening Date.
 (See "Signing Your Offer" provision.)

NAME OF OFFEROR
 Ellucian Inc.

(full legal name of business submitting the offer)

Any award issued will be issued to, and the contract will be formed with, the entity identified as the Offeror. The entity named as the offeror must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.

AUTHORIZED SIGNATURE

DocuSigned by:

Jenny Lee

(Person must be authorized to submit binding offer to contract on behalf of Offeror.)

DATE SIGNED

February 4, 2016

TITLE
 Vice President Global Sales Operations & Initiatives
 (business title of person signing above)

STATE VENDOR NO.
 635693

(Register to Obtain S.C. Vendor No. at www.procurement.sc.gov)

PRINTED NAME
 Jenny Lee

(printed name of person signing above)

STATE OF INCORPORATION
 Virginia

(If you are a corporation, identify the state of incorporation.)

OFFEROR'S TYPE OF ENTITY: (Check one)

(See "Signing Your Offer" provision.)

Sole Proprietorship

Partnership

Other _____

Corporate entity (not tax-exempt)

Corporation (tax-exempt)

Government entity (federal, state, or local)

AMENDMENTS TO SOLICITATION (JANUARY 2006): (a) The Solicitation may be amended at any time prior to opening. All actual and prospective Offerors should monitor the following web site for the issuance of Amendments: www.procurement.sc.gov. (b) Offerors shall acknowledge receipt of any amendment to this solicitation (1) by signing and returning the amendment, (2) by identifying the amendment number and date in the space provided for this purpose on Page Two, (3) by letter, or (4) by submitting a bid that indicates in some way that the bidder received the amendment. (c) If this solicitation is amended, then all terms and conditions which are not modified remain unchanged.

THE SOLICITATION IS AMENDED AS PROVIDED HEREIN. INFORMATION OR CHANGES RESULTING FROM QUESTIONS WILL BE SHOWN IN A QUESTION-AND-ANSWER FORMAT. ALL QUESTIONS RECEIVED HAVE BEEN REPRINTED BELOW. THE "STATE'S RESPONSE" SHOULD BE READ WITHOUT REFERENCE TO THE QUESTIONS. THE QUESTIONS ARE INCLUDED SOLELY TO PROVIDE A CROSS-REFERENCE TO THE POTENTIAL OFFEROR THAT SUBMITTED THE QUESTION. QUESTIONS DO NOT FORM A PART OF THE CONTRACT; THE "STATE'S RESPONSE" DOES. ANY RESTATEMENT OF PART OR ALL OF AN EXISTING PROVISION OF THE SOLICITATION IN AN ANSWER DOES NOT MODIFY THE ORIGINAL PROVISION EXCEPT AS FOLLOWS: UNDERLINED TEXT IS ADDED TO THE ORIGINAL PROVISION. ~~STRICKEN~~ TEXT IS DELETED.

GENERAL CHANGES TO THE SOLICITATION:

- 1) Amend opening date deadline: **Change from:** ~~January 22, 2016~~ by 11:00:00. **Change to:** February 05, 2016 by 11:00:00.
- 2) Amend question deadline: **Change from:** ~~December 18, 2015~~ by 13:00:00. **Change to:** December 31, 2015 by 13:00:00.
- 3) Amend award posting date: **Change from:** ~~March 04, 2016~~. **Change to:** March 23, 2016.
- 4) Please note: Questions and Answers will be posted in amendment number two (2).

	<h2 style="text-align: center;">State of South Carolina</h2> <p style="text-align: center;">Request for Proposal</p> <p style="text-align: center;">Amendment 2</p>	Solicitation:	5400010443
		Date Issued:	01/19/2016
		Procurement Officer:	DONNA J. POTTS, CPPB
		Phone:	803-896-6389
		E-Mail Address:	dpotts@mmo.sc.gov
		Mailing Address:	SFAA, Div. of Procurement Services, ITMO 1201 Main Street, Suite 600 Columbia SC 29201

DESCRIPTION: **Enterprise Resource Planning (ERP) System**

USING GOVERNMENTAL UNIT: **Francis Marion University**

The Term "Offer" Means Your "Bid" or "Proposal". Your offer must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior. See "Submitting Your Paper Offer or Modification" provision.

SUBMIT YOUR OFFER ON-LINE AT THE FOLLOWING URL: <http://www.procurement.sc.gov>

SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS:

SFAA, Div. of Procurement Services, ITMO
1201 Main Street, Suite 600
Columbia SC 29201

PHYSICAL ADDRESS:

SFAA, Div. of Procurement Services, ITMO
1201 Main Street, Suite 600
Columbia SC 29201

SUBMIT OFFER BY (Opening Date/Time): **02/05/2016 by 11:00:00** (See "Deadline For Submission Of Offer" provision)

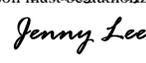
QUESTIONS MUST BE RECEIVED BY: See "Questions From Offerors" provision of original solicitation

NUMBER OF COPIES TO BE SUBMITTED: **SEE INSTRUCTIONS ON PAGE THREE (3) of the Original Solicitation**

CONFERENCE TYPE: Not Applicable DATE & TIME: <small>(As appropriate, see "Conferences - Pre-Bid/Proposal" & "Site Visit" provisions)</small>	LOCATION: Not Applicable
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AWARD & AMENDMENTS	Award will be posted on 03/23/2016 . The award, this solicitation, any amendments, and any related notices will be posted at the following web address: http://www.procurement.sc.gov
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You must submit a signed copy of this form with Your Offer. By signing, You agree to be bound by the terms of the Solicitation, as modified by Your accompanying Bid/Offer. You agree to hold Your Offer open for a minimum of ninety (90) calendar days after the Opening Date.
(See "Signing Your Offer" provision.)

NAME OF OFFEROR Ellucian Inc. <small>(full legal name of business submitting the offer)</small>	Any award issued will be issued to, and the contract will be formed with, the entity identified as the Offeror. The entity named as the offeror must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.
AUTHORIZED SIGNATURE <small>(Person Authorized to submit binding offer to contract on behalf of Offeror.)</small> 	DATE SIGNED February 4, 2016
TITLE Vice President Global Sales Operations & Initiatives <small>(business title of person signing above)</small>	STATE VENDOR NO. 635693 <small>(Register to Obtain S.C. Vendor No. at www.procurement.sc.gov)</small>
PRINTED NAME Jenny Lee <small>(printed name of person signing above)</small>	STATE OF INCORPORATION Virginia <small>(If you are a corporation, identify the state of incorporation.)</small>

OFFEROR'S TYPE OF ENTITY: (Check one)	<small>(See "Signing Your Offer" provision.)</small>
<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Partnership
<input checked="" type="checkbox"/> Corporate entity (not tax-exempt)	<input type="checkbox"/> Corporation (tax-exempt)
<input type="checkbox"/> Government entity (federal, state, or local)	<input type="checkbox"/> Other _____

COVER PAGE - PAPER ONLY (MAR. 2015)

AMENDMENTS TO SOLICITATION (JANUARY 2006): (a) The Solicitation may be amended at any time prior to opening. All actual and prospective Offerors should monitor the following web site for the issuance of Amendments: www.procurement.sc.gov. (b) Offerors shall acknowledge receipt of any amendment to this solicitation (1) by signing and returning the amendment, (2) by identifying the amendment number and date in the space provided for this purpose on Page Two, (3) by letter, or (4) by submitting a bid that indicates in some way that the bidder received the amendment. (c) If this solicitation is amended, then all terms and conditions which are not modified remain unchanged.

THE SOLICITATION IS AMENDED AS PROVIDED HEREIN. INFORMATION OR CHANGES RESULTING FROM QUESTIONS WILL BE SHOWN IN A QUESTION-AND-ANSWER FORMAT. ALL QUESTIONS RECEIVED HAVE BEEN REPRINTED BELOW. THE "STATE'S RESPONSE" SHOULD BE READ WITHOUT REFERENCE TO THE QUESTIONS. THE QUESTIONS ARE INCLUDED SOLELY TO PROVIDE A CROSS-REFERENCE TO THE POTENTIAL OFFEROR THAT SUBMITTED THE QUESTION. QUESTIONS DO NOT FORM A PART OF THE CONTRACT; THE "STATE'S RESPONSE" DOES. ANY RESTATEMENT OF PART OR ALL OF AN EXISTING PROVISION OF THE SOLICITATION IN AN ANSWER DOES NOT MODIFY THE ORIGINAL PROVISION EXCEPT AS FOLLOWS: UNDERLINED TEXT IS ADDED TO THE ORIGINAL PROVISION. ~~STRICKEN~~ TEXT IS DELETED.

1. **Amend** page sixteen (16) – Section II. Instructions to Offerors – B. Special Instructions: Demonstration:

Change from:

DEMONSTRATION

~~The three (3) highest ranked responsive and responsible Offeror's, after Phase one (1) evaluations will be required to give a live demonstration of their proposed solution to clarify or verify the contents and the representations made therein, this will be accomplished as a pass/fail criteria. The presentation will be made 'in person' at Francis Marion University, Stokes Administration Building – Board Room, 4822 East Palmetto Street, Florence, SC 29506, and any travel related expenses incurred by the Offeror are the sole responsibility of the Offeror. Note that the dates of 02/09/2016 – 02/11/2016 are tentatively scheduled for the demonstration. Offerors should reserve those dates. ITMO will notify the highest ranked responsive and responsible Offeror's as quickly as possible to schedule a specific date and time. To help facilitate this review the offeror shall provide active URLs for preview of their proposed system in their RFP response.~~

A demonstration given by an Offeror under this section is permitted and communication by the Offeror with the Using Governmental Unit or its employees during a demonstration will not violate the restrictions applicable to Offerors.

- a. The activities of the Offeror should be limited to a demonstration of the system proposed and described in the Offeror's written proposal. Evaluators may ask questions pertaining to the Offeror's demonstration at the conclusion. The Offeror's answers are restricted to statements of facts. Offerors will not be allowed or permitted to introduce new information or show products/features not included in their proposal. Items that are "value added" and not part of the base proposal (including custom programming) must be included as such at every point that the product or feature is used, whether that use is directly in use or it supports the processes that the system is performing. Negotiation is not permitted at this stage in the procurement process and an Offeror may not change its proposal.
- b. The Offeror may be required to document an answer if such a written clarification is determined to be in the best interest of the State.
- c. The demonstration should be conducted in a straightforward manner in order to secure a clear and meaningful understanding of the Offeror's proposed system.
- d. The demonstration is designed to satisfy the evaluation panel's need for clarification and understanding of the information that was provided in the Offeror's written proposal. Therefore, the Offeror may neither ask questions, divulge any cost information, nor receive preliminary assessments on its proposal from the members of the panel.
- e. The demonstration outline noted below will be used to assist the committee in reviewing your response and to gauge how well your solution meets their goals and objectives. Please prepare to present information as outlined below. The time allotted for the demonstration shall not exceed ~~two (2) hours~~, which includes the presentation and further clarifications/questions and answers. Additionally, if time allows, at the end of the demonstration, the Offeror will have the opportunity to show any additional features or functionality offerings that were not previously covered by the demonstration; but were a part of their response.
- f. In an effort to ensure that we cover all key factors necessary to complete our selection process, we ask that you complete the entire demonstration before demonstrating other optional features. If there is a portion of the demonstration agenda which your system does not accommodate, please state this during your demonstration and

move on to the next agenda item. Failure to review or acknowledge items on the demonstration agenda may result in receiving a fail score.

- g. The Offeror will present their demonstration in REAL TIME and will be required to supply all components required in order to perform the demonstration. FMU will provide and ensure internet connectivity and projection screen.
- h. ~~If all of the three (3) highest ranked responsible and responsive offerors fails the demonstration, the State will go to the next highest ranked responsible and responsive offeror's and so forth until an offeror passes the demonstration.~~

Attendees at the demonstration session must include key members of the Offeror's proposed account management team, key technical personnel, and key subject matter experts.

Change to:

Solution(s) Demonstrations. Upon completion of Phase 1, the three (3) highest ranked responsive and responsible Offerors will be contacted to participate in the live demonstrations. The presentation will be made 'in person' at Francis Marion University, Stokes Administration Building – Board Room, 4822 East Palmetto Street, Florence, SC 29506, and any travel related expenses incurred by the Offeror are the sole responsibility of the Offeror. **ITMO will notify each Offeror of their assigned date and time based on a random method of selection.** To help facilitate this review the offeror shall provide active URLs for preview of their proposed system in their RFP response.

A demonstration given by an Offeror under this section is permitted and communication by the Offeror with the Using Governmental Unit or its employees during a demonstration will not violate the restrictions applicable to Offerors.

- a. The activities of the Offeror should be limited to a demonstration of the system proposed and described in the Offeror's written proposal. Evaluators may ask questions pertaining to the Offeror's demonstration at the conclusion. The Offeror's answers are restricted to statements of facts. Offerors will not be allowed or permitted to introduce new information or show products/features not included in their proposal. Items that are "value added" and not part of the base proposal (including custom programming) must be included as such at every point that the product or feature is used, whether that use is directly in use or it supports the processes that the system is performing. Negotiation is not permitted at this stage in the procurement process and an Offeror may not change its proposal.
- b. The Offeror may be required to document an answer if such a written clarification is determined to be in the best interest of the State.
- c. The demonstration should be conducted in a straightforward manner in order to secure a clear and meaningful understanding of the Offeror's proposed system.
- d. The demonstration is designed to satisfy the evaluation panel's need for clarification and understanding of the information that was provided in the Offeror's written proposal. Therefore, the Offeror may neither ask questions, divulge any cost information, nor receive preliminary assessments on its proposal from the members of the panel.
- e. The demonstration outline noted below will be used to assist the committee in reviewing your response and to gauge how well your solution meets their goals and objectives. Please prepare to present information as outlined below. The time allotted for the demonstration shall not exceed **four (4)** hours, which includes the presentation and further clarifications/questions and answers. Additionally, if time allows, at the end of the demonstration, the Offeror will have the opportunity to show any additional features or functionality offerings that were not previously covered by the demonstration; but were a part of their response.
- f. In an effort to ensure that we cover all key factors necessary to complete our selection process, we ask that you complete the entire demonstration before demonstrating other optional features. If there is a portion of the demonstration agenda which your system does not accommodate, please state this during your demonstration and move on to the next agenda item. Failure to review or acknowledge items on the demonstration agenda may result in receiving a fail score.
- g. All Demonstrations are expected to be given using "Live" systems being hosted over the Internet. It will be the responsibility of each Offeror to provide the necessary technical equipment and software for Oral Presentation and Demonstration. FMU will provide the room and will be able to assist in some aspects of presentation support (e.g. projector, screen). FMU requires five (5) business days advance notice if assistance is needed as it relates to Demonstration support. All costs associated with providing the presentation and demonstration shall be the responsibility of the Offeror.

Note: Any technical Firewall Port openings required for Live Web demonstrations must be received in writing five (5) business days prior to the scheduled start of the Offeror demonstrations. Offerors are encouraged to test their ability to access required demonstration resources prior to the start of their four hour demonstration schedule.

Attendees at the demonstration session must include key members of the Offeror’s proposed account management team, key technical personnel, and key subject matter experts.

2. **Amend** page seventeen (17) – Section II. Instructions to Offerors – B. Special Instructions: Demonstration Outline:

Change from:

DEMONSTRATION OUTLINE

The demonstration is limited to ~~two (2) hours consisting of a brief introduction fifteen (15) minutes; proposed system overview sixty (60) minutes; and question and answer period forty five (45) minutes.~~ Prospective offerors ~~are expected to address all the functional requirements, needs stated in the project overview, and timeline.~~

Change to:

DEMONSTRATION OUTLINE

The demonstration is limited to four (4) hours. Prospective offerors will receive prescribed Business Scenario Scripts two (2) weeks prior to the scheduled demonstration representing select academic, business and technical functions as identified by the university.

The university will provide a targeted number of scripts to be covered during the (4) hour period. Offerors will review these scripts and configure their software products in preparation for demonstrating their proposed solutions to FMU based on the business scripts provided. FMU will provide a prescribed agenda for the Demonstrations to follow with the targeted scripts to be covered.

3. **Amend** page twenty-three (23) – III. Scope of Work/Specifications - Proposed Project Management Strategy-Methodology:

Delete Last sentence in its entirety:

- Contractors shall reference the project management guidelines found at: <http://www.cio.sc.gov/cioContent.asp?pageID=281&menuID=369#methodology>.

4. **Amend** page twenty-nine (26) – V. Qualifications – Special Standards of Responsibility – last bullet:

Change from:

- The offeror ~~must be able to~~ provide references for successful conversions from the IBM iSeries (AS/400) system to the proposed platform.

Change to:

- If available, the offeror should provide references for successful conversions from the IBM iSeries (AS/400) system to the proposed platform.

5. **Amend** page thirty-three (33) – VI. Award Criteria – Proposals – Evaluation Factors – Proposal – Phase Two (II):

Change from:

PHASE TWO (II)

Phase two (II) will be done as a ~~pass/fail~~ demonstration of the offeror’s proposed solution via live demonstrations.

Demonstration and Review – Based on the above criteria, the three (3) highest ranked offerors will be scheduled for a demonstration and participation in phase two (II) demonstration and review, and required to demonstrate to the State their proposed solution to ensure the specifications are met; this will be conducted ~~as a pass/fail criteria~~. As outlined on page sixteen (16) - section II - INSTRUCTIONS TO OFFERORS -- B. SPECIAL INSTRUCTIONS – Demonstrations.

Change to:

PHASE TWO (II)

Phase two (II) will be done as a demonstration of the offeror’s proposed solution via live demonstrations.

Demonstration and Review – Based on the above criteria, the three (3) highest ranked offerors will be scheduled for a demonstration and participation in phase two (II) demonstration and review, and required to demonstrate to the State their proposed solution to ensure the specifications are met; this will be conducted in a two (II) phase process with the total combined possible points assigned. Phase one (I) will consist of the functional and technical capabilities, information technology resources/support/implementation services business proposal and offeror’s qualifications. Phase two (II) will be a demonstration of the offeror’s proposed system/service by a live demonstration.

- 6. **Amend** page fifty-seven (57) – Section IX. Attachments to Solicitation: Attachment B - Current Software Systems:

Change from:

Other RFP Considerations:

- 1. Please describe your software updates and patching process and schedule.
- 2. System must be Web-based
- 3. Provide a list of self-service options for faculty, staff, and students
- 4. Provide toll-free twenty-four seven (24/7) support
- 5. Online documentation for field-level, file-level, and record-level
- 6. Please describe your Cloud strategy.
- 7. Provide the number of “canned” reports per module and a sample report for each
- 8. Describe your reporting strategy
- 9. Describe rules for customizing modules without impacting core systems
- 10. Include a Document Management System **as option**
- 11. Include TouchNet Payment System
- 12. Include disaster recovery using Cloud strategy
- 13. Omnilet’s e2Campus integration with cell phone and carriers

Change to:

Other RFP Considerations:

- 14. Please describe your software updates and patching process and schedule.
- 15. System must be Web-based
- 16. Provide a list of self-service options for faculty, staff, and students
- 17. Provide toll-free twenty-four seven (24/7) support
- 18. Online documentation for field-level, file-level, and record-level
- 19. Please describe your Cloud strategy.
- 20. Provide the number of “canned” reports per module and a sample report for each
- 21. Describe your reporting strategy
- 22. Describe rules for customizing modules without impacting core systems
- 23. Include a Document Management System**
- 24. Include TouchNet Payment System
- 25. Include disaster recovery using Cloud strategy
- 26. Omnilet’s e2Campus integration with cell phone and carriers

The following questions were received pursuant to the original date and time specified on the front of the solicitation:

Questions & Answers:

- 1. Question: We understand that Francis Marion University received funds from the state, specifically for this SIS project. Will additional funds be available outside of these state funds? If so, then how much?

State's response: The University received funding for this project to support software, hardware, and ancillary costs and services. The University does not project exceeding the budgeted amount for this project. The State chooses not to disclose budget information at this time.

2. Question: Who will be evaluating the responses to the RFP? Can we get a list of those names?

State's response: In accordance with State Regulation 19-445-2010 (D): *Throughout the competitive sealed proposal process, state personnel with access to proposal information shall not disclose either the number of offerors or their identity, except as otherwise required by law.*

3. Question: What is the decision criteria used for scoring the vendor responses? And how are Phase 1 and Phase 2 weighted for final awarding?

State's response: See Page thirty-two (32) – Section VI. AWARD CRITERIA - EVALUATION FACTORS -- PROPOSALS (JAN 2006) of the original solicitation document. Additionally see item number five (5) revisions above.

The evaluation factors for Phase I are listed in the order that the factors are weighted for scoring purposes with the first factor "Functional and Technical Capabilities" being the highest weighted factor with the other factors listed in descending order.

The request for proposals must state the relative importance of the factors to be considered in evaluating proposals but may not require a numerical weighting for each factor.

Proposals must be evaluated using only the criteria stated in the request for proposals and there must be adherence to weightings that have been assigned previously. Once evaluation is complete, all responsive offerors must be ranked from most advantageous to least advantageous to the State, considering only the evaluation factors stated in the request for proposals.

The first factor will have the highest points assigned with each additional factor descending in points; the State chooses not to identify the assigned points in the solicitation document as to minimize the possibility of responses stressing more weight on higher mathematical points.

4. Question: Will vendors that submit "time and material" vs. "fixed price" offers be eliminated from consideration?

State's response: Offerors shall provide "Fixed price for Fixed Scope" in accordance with the scope of the solicitation.

5. Question: On page 23 under "Document Imaging" it is stated that document imaging is used by a wide variety of constituents, does this mean you have a current document imaging system? If so, it was not stated on the RFP, what is the name?

State's response: Please note that the University interprets "document imaging" and "document management system" as the same in responding to these questions. A formal automated document imaging system is not in place, but one (1) is needed to improve efficiencies in those areas of need. At a minimum, the University requires that the Contractor provide a document management system for one (1) office that can be scaled campus wide as funds are later available.

6. Question: The proposed modules must seamlessly integrate with the following existing applications: EMAS Pro (CRM), Adirondack Solutions (Housing), Blackbaud Raiser's Edge and Financial Edge (Alumni & Development), Blackboard Learning Management System, and Heartland Campus Solutions (OneCard). The Contractor must have replacement modules for these third (3rd) party applications available for future purchase and migration as determined by the University. Would the institution consider replacing any of these solutions (with delivered integration with this procurement?)

State's response: No, the current systems are working fine presently and replacing those systems are not funded within the allowed budget. The University does not have funding to pursue modules beyond the scope of this solicitation. However, the University's expectation is to migrate those modules to a unified, comprehensive system at some point in the future. In order for this to be accomplished, the Offeror must have these modules available.

7. Question: 3.2.7 Technical and operational manuals, by reference. What is meant by this requirement? Do you want an explanation of what technical and operational manuals are provided? What does the, "by reference" mean?

State's response: The RFP requires a detailed description of technical and operational manuals that will be provided to the University's Campus Technology team. Contractor shall provide one (1) printed copy of referenced manuals and digital copies as needed to include ongoing digital updates of manuals at no additional charge. The University requires in depth, comprehensive manuals be provided to the University's Campus Technology team not simply summarized manuals. The University requires a description of any support manuals that will not be provided in print and digitally as noted above.

8. Question: You have asked for us to include TouchNet: Are you currently using TouchNet as your payment provider?

State's response: No, the University is using Heartland's Campus ID solution and it integrates well with TouchNet.

9. Question: #13 - Omnilert's e2Campus integration with cell phone and carriers. Please describe what integration you are requesting?

State's response: Automatic synchronization of student and employee information with e2Campus' database.

10. Question: If you are not considering replacing Blackbaud at this time, what integration points are you interested in?

State's response: At the end of each term, a program on the AS/400 is run to create a .CSV file of graduating seniors. The file is then emailed to the Alumni Office where they run a Raiser's Edge routine to import into Raiser's Edge.

11. Question: Attachment B – Subsection (Other RFP Considerations) p. 57: Items 10, 11, and 13. Are they to be included in the proposal or just a description of how we would integrate?

State's response: Items 10, 11, and 13 shall be Included in the proposal. The words "as option" should be removed from Item 10 regarding the Document Management System. At a minimum, the University requires that the Contractor provide a document management system for one (1) office that can be scaled campus wide as funds are later available.

12. Question: SECTION_IIB - INSTRUCTIONS TO OFFERORS -- B. SPECIAL INSTRUCTIONS – Subsection (Demonstration) p. 16:

- Within pass / fail how are vendors being ranked? I.E. 1-10 scale
- Are vendors being ranked by each section of the demo? I.E. Payroll, Student
- Are each section of the demonstration being ranked higher than others? Or, is there a section of the demonstration that holds more weight than others?

State's response: See item number one (1); two (2) and five (5).

13. Question: SECTION_IIB - INSTRUCTIONS TO OFFERORS -- B. SPECIAL INSTRUCTIONS – Subsection (Demonstration Outline) p. 17:

- The RFP states that the demonstration is limited to two (2) hours, can this be extended to a full day? Two (2) hours is not an adequate period of time to demonstrate the complete functionality of the desired solution.

State's response: See item number one (1).

14. Question: SECTION_III - SCOPE OF WORK/SPECIFICATIONS – Subsection (Business Challenges) p. 19:

- Does Francis Marion University have a preferred deployment method? I.E. SaaS, On-premise, Hybrid (SaaS & On-premise)

State's response: Prospective offerors should make their arguments for the optimal deployment methodology (SaaS, On-premises, or a hybrid of the two (2)) with regard to security concerns, cost effectiveness, system availability (connectivity & redundancy) or any other salient variables.

General:

15. Question: How many users will need access to the Student Information System (Student Finance, Financial Aid, Reporting, Document Imaging, and Workflow – excluding faculty)?

State's response: Finance – forty-two (42) people day-to-day, Others – forty-two (42) people day-to-day, Peak – one hundred five (105)

16. Question: For your Finance, HR and Payroll systems, how many users do you have for each of the areas below?

- How many functional users do you have the Business Office? These would be users who have data entry and update responsibilities in the Finance or HR systems.

State's response: Finance, HR, PR (day-to-day thirty (30), Others forty-two (42))

- How many people at the university are users who would have view capabilities with process/approval responsibilities, but who would not be creating or maintaining data? For example, a department head that has to view and approve the time card entries for their staff.

State's response: Finance day-to-day one hundred fifteen (115); Others – one hundred fifteen (115)

- How many total employees at FMU will have self-service capabilities?

State's response: Eight hundred (800) Ideally, everyone at the institution -- all administrators, faculty and staff -- will have access to view their paystubs online, update their deductions, change their address, etc.

- Are there power users in the respective departments that work heavily with IT, do a significant amount of report development, and would need administrative rights to the system?

State's response: Day-to-day fifteen (15), total including faculty thirty (30)

17. Question: What criteria are you using to score the solutions to determine the top three vendors?

State's response: See Page thirty-two (32) – Section VI. AWARD CRITERIA - EVALUATION FACTORS -- PROPOSALS (JAN 2006) of the original solicitation document and item number five (5) above.

18. Question: Given the solution is intended to cover 12 components (P22-23 - Student System, Student Finance, Financial Aid, Human Resources System, Payroll System, Finance System, Business Intelligence, Data Warehousing and Reporting, Document Imaging, Student Information System, Workflow, and Portal), and the solution overview portion of the demonstration is one hour, is there a priority to the solution demonstration?

State's response: See item number one (1) and two (2) above with revised language.

- Would the University also be open to extending the time slots to allow the evaluation team to see each item in a somewhat more depth?

State's response: See item number one (1) above with revised language.

19. Question: Please define “real-time”?

State's response: No after-hours batch processing to sync up data. Data between systems should be performed frequently throughout the day as data changes.

- Throughout the documents there are references to “real-time” integration date. In the cases of integrated solutions, is it acceptable to have “near real-time” solutions which would allow data to be automatically transferred between systems on a scheduled basis?

State's response: Yes.

- Note that the scheduling could be configured for every minute, hour, etc. depending on the specific need.

State's response: The University is not prepared to dictate scheduling intervals (every minute, hour, etc.) but requires a flexible system that can accommodate any of these scheduling intervals to best accomplish business operations. The Contractor shall work with the University to establish the most effective and efficient intervals and adjust as necessary.

P16 – Demonstration:

20. Question: Given the RFP schedule dates have shifted, have the target demonstration dates also shifted from February 9-11?

State's response: Yes, the new demonstration dates are undetermined at this time.

21. Question: The RFP states that Internet connectivity and a projector screen will be provided. Will a projector also be provided?

State's response: See item number one (1) above with revised language.

P20 – Transform Business:

22. Question: “Not just transactional (not replacing a pencil with a pen, but changing the way we write)”

- Are there specific areas that require more changes than others? What process is your most time-consuming today?

State's response: The Process Flow Analysis document included with the solicitation was meant to identify the different areas and provide this type of background information for prospective offerors.

P21 – Overall Business Goals:

23. Question: “The proposed modules must seamlessly integrate with the following existing applications:”

- Are you open to replacing any of these systems if they are included as part of the proposed solution? If yes, are there any you are not open to replacing?

State's response: See answer to question number six (6).

- What Blackboard LMS product/version is in place today?

State's response: Currently Blackboard LMS v. 9.1 SP 14 and Blackboard Collaborate v. 12.6.6 with hopes of moving to Blackboard LMS v. 12 in fall 2016.

- Does Francis Marion anticipate maintaining that product/version?

State's response: Yes

- What document management solution is in place today at Francis Marion University?

State's response: See answer to question number five (5).

- What is your current opinion of the university's document management solution?

State's response: N/A

- How many documents are stored over what period of time?

State's response: N/A

- Does the document management system track non-student information?

State's response: N/A

- Is it used to support workflow outside of the student information system?

State's response: N/A

- 24. Question:** Your RFP mentions that data conversion should be included in the solution. How many years of historical data does Francis Marion University envision converting into the new system? At what level of granularity for each major system area are you requiring? Alternately, should we recommend an approach for the university based on best practices?

State's response: The University desires that all of the student historical data relative to grades be converted to the new system. Business information could span only one (1) to two (2) years. The University is very much interested in offeror's recommended best practices.

- With regard to data migration needs, how would you rate the quality of your current data?

State's response: The University rates the data "Fair" to "Good." Much work has been done over the last year to prepare for a conversion.

P29 – Qualifications – Special Standards of Responsibility:

- 25. Question:** The RFP states that "The offeror must be able to provide references for successful conversions from the IBM iSeries (AS/400) system to the proposed platform."

- Can the university provide the reasoning behind the requirement for an AS/400 conversion reference?

State's response: See item number four (4) above with revised language.

Response to Amendment 2

To help facilitate this review the offeror shall provide active URLs for preview of their proposed system in their RFP response.

Below are some active URLs needed per the demonstration section of the RFP on Amendment 2.

Snapshot Overview of Colleague – 15 min (General Overview)

Description: A quick look at how students, faculty and staff interact with the portal in Colleague

[Ellucian Colleague Solution Suite](#)

Overview of Colleague Student Planning – 30 min (Registrar)

Description: Short review of Student Planning module

<https://ellucian.webex.com/ellucian/ldr.php?RCID=f6b468e9d67b6410f4cd4c6a37c2bac1>

Overview of Colleague Intelligent Learning Platform – 14 min (Learning Management to support Blackboard)

Description: Short review of Colleague integrating with Blackboard

<https://ellucian.webex.com/ellucian/lsr.php?RCID=8420f1fbb44eddbee20cb05fe13757e8>

Overview of Colleague Financial Aid – 26 min (Financial Aid)

Description: Short review of Financial Aid module

<http://w.on24.com/r.htm?e=987901&s=1&k=36A08AE9A60682228BF0FB3184E56647&SourceID=outside>

	State of South Carolina Request for Proposal Amendment 3	Solicitation:	5400010443
		Date Issued:	02/03/2016
		Procurement Officer:	DONNA J. POTTS, CPPB
		Phone:	803-896-6389
		E-Mail Address:	dpotts@mms.sc.gov
		Mailing Address:	SFAA, Div. of Procurement Services, ITMO 1201 Main Street, Suite 600 Columbia SC 29201

DESCRIPTION: **Enterprise Resource Planning (ERP) System**USING GOVERNMENTAL UNIT: **Francis Marion University**

The Term "Offer" Means Your "Bid" or "Proposal". Your offer must be submitted in a sealed package. Solicitation Number & Opening Date must appear on package exterior. See "Submitting Your Paper Offer or Modification" provision.

SUBMIT YOUR OFFER ON-LINE AT THE FOLLOWING URL: <http://www.procurement.sc.gov>

SUBMIT YOUR SEALED OFFER TO EITHER OF THE FOLLOWING ADDRESSES:

MAILING ADDRESS:

SFAA, Div. of Procurement Services, ITMO
1201 Main Street, Suite 600
Columbia SC 29201

PHYSICAL ADDRESS:

SFAA, Div. of Procurement Services, ITMO
1201 Main Street, Suite 600
Columbia SC 29201

SUBMIT OFFER BY (Opening Date/Time): **02/10/2016 by 11:00:00** (See "Deadline For Submission Of Offer" provision)

QUESTIONS MUST BE RECEIVED BY: See "Questions From Offerors" provision in solicitation document.

NUMBER OF COPIES TO BE SUBMITTED: **SEE INSTRUCTIONS ON PAGE THREE (3) of the Original Solicitation**

CONFERENCE TYPE: Not Applicable DATE & TIME: <small>(As appropriate, see "Conferences - Pre-Bid/Proposal" & "Site Visit" provisions)</small>	LOCATION: Not Applicable
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AWARD & AMENDMENTS	Award will be posted on 03/23/2016 . The award, this solicitation, any amendments, and any related notices will be posted at the following web address: http://www.procurement.sc.gov
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You must submit a signed copy of this form with Your Offer. By signing, You agree to be bound by the terms of the Solicitation. You agree to hold Your Offer open for a minimum of ninety (90) calendar days after the Opening Date.
(See "Signing Your Offer" provision.)

NAME OF OFFEROR Ellucian Inc. <small>(full legal name of business submitting the offer)</small>	Any award issued will be issued to, and the contract will be formed with, the entity identified as the Offeror. The entity named as the offeror must be a single and distinct legal entity. Do not use the name of a branch office or a division of a larger entity if the branch or division is not a separate legal entity, i.e., a separate corporation, partnership, sole proprietorship, etc.
AUTHORIZED SIGNATURE <small>(Person must be authorized to submit binding offer to contract on behalf of Offeror.)</small>  <small>FF0AA4007A2648C...</small>	DATE SIGNED February 4, 2016
TITLE Vice President Global Sales Operations & Initiatives <small>(business title of person signing above)</small>	STATE VENDOR NO. 635693 <small>(Register to Obtain S.C. Vendor No. at www.procurement.sc.gov)</small>
PRINTED NAME Jenny Lee <small>(printed name of person signing above)</small>	STATE OF INCORPORATION Virginia <small>(If you are a corporation, identify the state of incorporation.)</small>

OFFEROR'S TYPE OF ENTITY: (Check one)	<small>(See "Signing Your Offer" provision.)</small>
<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Partnership
<input checked="" type="checkbox"/> Corporate entity (not tax-exempt)	<input type="checkbox"/> Corporation (tax-exempt)
<input type="checkbox"/> Other _____	<input type="checkbox"/> Government entity (federal, state, or local)

AMENDMENTS TO SOLICITATION (JANUARY 2006): (a) The Solicitation may be amended at any time prior to opening. All actual and prospective Offerors should monitor the following web site for the issuance of Amendments: www.procurement.sc.gov. (b) Offerors shall acknowledge receipt of any amendment to this solicitation (1) by signing and returning the amendment, (2) by identifying the amendment number and date in the space provided for this purpose on Page Two, (3) by letter, or (4) by submitting a bid that indicates in some way that the bidder received the amendment. (c) If this solicitation is amended, then all terms and conditions which are not modified remain unchanged.

THE SOLICITATION IS AMENDED AS PROVIDED HEREIN. INFORMATION OR CHANGES RESULTING FROM QUESTIONS WILL BE SHOWN IN A QUESTION-AND-ANSWER FORMAT. ALL QUESTIONS RECEIVED HAVE BEEN REPRINTED BELOW. THE "STATE'S RESPONSE" SHOULD BE READ WITHOUT REFERENCE TO THE QUESTIONS. THE QUESTIONS ARE INCLUDED SOLELY TO PROVIDE A CROSS-REFERENCE TO THE POTENTIAL OFFEROR THAT SUBMITTED THE QUESTION. QUESTIONS DO NOT FORM A PART OF THE CONTRACT; THE "STATE'S RESPONSE" DOES. ANY RESTATEMENT OF PART OR ALL OF AN EXISTING PROVISION OF THE SOLICITATION IN AN ANSWER DOES NOT MODIFY THE ORIGINAL PROVISION EXCEPT AS FOLLOWS: UNDERLINED TEXT IS ADDED TO THE ORIGINAL PROVISION. ~~STRICKEN~~ TEXT IS DELETED.

GENERAL CHANGES TO THE SOLICITATION:

- 1) Amend opening date deadline: **Change from:** ~~February 05, 2016~~ by 11:00:00. **Change to:** February 10, 2016 by 11:00:00.

MINORITY PARTICIPATION (JAN 2006)

Ellucian

Is the bidder a South Carolina Certified Minority Business? Yes No

Is the bidder a Minority Business certified by another governmental entity? Yes No

If so, please list the certifying governmental entity: _____

Will any of the work under this contract be performed by a SC certified Minority Business as a subcontractor?
 Yes No

If so, what percentage of the total value of the contract will be performed by a SC certified Minority Business as a subcontractor? _____

Will any of the work under this contract be performed by a minority business certified by another governmental entity as a subcontractor? Yes No

If so, what percentage of the total value of the contract will be performed by a minority business certified by another governmental entity as a subcontractor? _____

If a certified Minority Business is participating in this contract, please indicate all categories for which the Business is certified:

- Traditional minority
- Traditional minority, but female
- Women (Caucasian females)
- Hispanic minorities
- DOT referral (Traditional minority)
- DOT referral (Caucasian female)
- Temporary certification
- SBA 8 (a) certification referral
- Other minorities (Native American, Asian, etc.)

(If more than one minority contractor will be utilized in the performance of this contract, please provide the information above for each minority business.)

For a list of certified minority firms, please consult the Minority Business Directory, which is available at the following URL: <http://osmba.sc.gov/directory.html>
[04-4015-2]

Service Provider Security Assessment Questionnaire

Ellucian Cloud Application Hosting Services handle system administration, software upgrades, support, security, and more—so you can focus on what you do best. We provide a unique combination of higher education functionality and a secure, cost-effective, and reliable cloud hosting platform to keep your systems running at peak performance.

Ellucian is proposing an On-Premises solution to Francis Marion University. While we have included information on our compelling Cloud Services offerings, they are not proposed at this time. Should Francis Marion University wish to pursue a Cloud Services strategy, Ellucian is happy to provide the details requested below, as well as the signature of a company official. We have provided an overview of our Cloud Services offering in Section 2. Exhibit A.

Instructions: (1) Attach additional pages or documents as appropriate and make sure answers cross reference to the questions below. (2) As used in this Questionnaire, the phrase “government information” shall have the meaning defined in the clause titled “Information Security.” (3) This Questionnaire must be read in conjunction with both of the following two clauses (a) Service Provider Security Assessment Questionnaire – Required, and (b) Service Provider Security Representation.

1. Describe your policies and procedures that ensure access to government information is limited to only those of your employees and contractors who require access to perform your proposed services.

Response

2. Describe your disaster recovery and business continuity plans.

Response

3. What safeguards and practices do you have in place to vet your employees and contractors who will have access to government information?

Response

4. Describe and explain your security policies and procedures as they relate to your use of your contractors and next-tier sub-contractors.

Response

5. List any reports or certifications that you have from properly accredited third-parties that demonstrate that adequate security controls and assurance requirements are in place to adequately provide for the confidentiality, integrity, and availability of the information systems used to process, store, transmit, and access all government information. (For example, an ISO/IEC 27001 compliance certificate, an AICPA SOC 2 (Type 2) report, or perhaps an AICPA SOC 3 report (i.e., a SysTrust or WebTrust seal)). For each certification, describe the scope of the assessment performed. Will these reports / certifications remain in place for the duration of the contract? Will you provide the state with most recent and future versions of the applicable compliance certificate / audit report?

Response

6. Describe the policies, procedures and practices you have in place to provide for the physical security of your data centers and other sites where government information will be hosted, accessed or maintained.

Response

7. Will government information be encrypted at rest? Will government information be encrypted when transmitted? Will government information be encrypted during data backups, and on backup media? Please elaborate.

8. Describe safeguards that are in place to prevent unauthorized use, reuse, distribution, transmission, manipulation, copying, modification, access or disclosure of government information.

Response

9. What controls are in place to detect security breaches? What system and network activity do you log? How long do you maintain these audit logs?

Response

10. How will government information be managed after contract termination? Will government information provided to the Contractor be deleted or destroyed? When will this occur?

Response

11. Describe your incident response policies and practices.

Response

12. Identify any third party which will host or have access to government information. Offeror's response to this questionnaire includes any other information submitted with its offer regarding information or data security.

Response

SIGNATURE OF PERSON AUTHORIZED TO REPRESENT THE ACCURACY OF THIS INFORMATION ON BEHALF OF CONTRACTOR:

By: _____
(authorized signature)

(printed name of person signing above)

Its: _____
(title of person signing above)

Date: _____

SPSAQ (JAN 2015) [09-9025-1]

SECTION 6, EXHIBIT E

Ellucian Support of Francis Marion University Business Process Study Needs

Ellucian has reviewed the RFP attachment titled “Business Process Study”, dated June 30, 2015 and written by Collegiate Project Services. Ellucian’s response is added in the last two columns below. This response is based on the initial understanding of the department issues, symptoms and examples listed below, but may need further clarification. This document is intended to further clarify the extensive functionality of Ellucian’s Colleague enterprise solution and services in support of Francis Marion University’s requirements.

Accounting

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	General	System lockups	<ul style="list-style-type: none"> Due to users in GL 	Yes & No	Record locked for editing. Record not locked for viewing only. Self-service minimizes initial data entry locks.
2	General	Cannot flag Purchase Orders	<ul style="list-style-type: none"> When there is a need to pay at a later date 	Yes	
3	General	Difficulty in being able to “drill down data”	<ul style="list-style-type: none"> When there is a need to perform multi-year comparisons 	Yes	
4	AP	Documents entered by PO #s & not by date	<ul style="list-style-type: none"> With invoice and check transactions 	Yes	
5	AP	Archived info not accessible without IT help	<ul style="list-style-type: none"> Month & Year-end is archived 	Yes	
6	AP	Needed documents not digitized	<ul style="list-style-type: none"> POs, requisitions, invoices High touch (manual) document filing 	Yes	3rd party partner–Image Now
7	Payroll	Handwritten payroll sheets from HR when they don’t enter a change in their system	<ul style="list-style-type: none"> The Accounting’s System will reflect the change until a new change is requested. The new file from Human Resources will not have the original change in it and will overwrite the original change in the Accounting file. 	Yes	

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
8	Payroll	Deduction codes don't match	<ul style="list-style-type: none"> HR deduction codes don't match Accounting's 	Yes	
9	Payroll	There are Payroll problems associated with people working only a few months per year	<ul style="list-style-type: none"> They can choose to get paid the whole year with smaller checks or to get paid only through the months they work but have larger checks. The ones who choose to get paid through the year also have an option of getting the rest of their checks for the year (annual leave payout) at the end of their working month. They can get one large check or smaller checks broken down into the regular weekly amount. The number of smaller checks for an individual depends on the number of times he/she would get paid until the end of the year. So this person would end up with multiple checks at the end of his working month. 	Yes	
10	Payroll	ACOM System for printing checks for pre-pays causes process inefficiencies	<ul style="list-style-type: none"> Payroll has to enter all the information, including deductions, into the system and print the checks. This can lead to miscalculations and miss-keying of information 	Yes	
11	Payroll	A problem with <i>MoneyPlus</i> information being overwritten	<ul style="list-style-type: none"> It has to be downloaded after every payroll. If not, the next payroll overwrites the information. With the ACH file, if it isn't downloaded, the new information is merged into the existing file with no data loss. 	Yes	
12	Payroll	Staff has challenges in meeting their responsibilities	<ul style="list-style-type: none"> Disadvantages inherent with a relatively small staff with ever increasing responsibilities and operational complexities. 	Yes	
13	Payroll	Training support is increasingly difficult to implement and provide	<ul style="list-style-type: none"> There are on-going training support challenges coupled with the knowledge required to meet new payroll requirements. 	Yes	

Admissions

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	General	Lack of communication between departments on shared issues (silos);	<ul style="list-style-type: none"> Admission is not able to see Financial Aid information 	Yes	

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
2	General	EMAS student portal is not being used effectively	<ul style="list-style-type: none"> High school and college codes are current in AS400; EMAS has more current information 	Yes	
3	General	There is no visibility of transcripts between departments	<ul style="list-style-type: none"> It is difficult or not possible for some departments to quickly access certain transcript records when needed. 	Yes	
4	General	“Record lockup” is encountered while trying to do work	<ul style="list-style-type: none"> When one person opens a record and a second attempts to access the same record, the system will lock out person #2 until person #1 is finished and the record is released. This is generally called “record lockup”. 	Yes & No	Record locked for editing. Record not locked for viewing only. Self-service minimizes initial data entry locks.
5	General	Names have to be keyed into EMAS to set up the communication flow	<ul style="list-style-type: none"> Separate, stand-alone system that has select interfaces into the main administrative systems on the iSeries (BOSaNOVA on the AS/400). 	Yes	
6	Recruitment	Needed information is not shared where/when needed	<ul style="list-style-type: none"> When paying Fees, it goes to the Cashiers Office but Housing and Admissions never know if these fees have been paid. 	Yes	

Financial Aid

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	Student Payroll	There are a number of issues concerning time cards	<ul style="list-style-type: none"> Completion accuracy; Supervisors may not know student eligibility status; The student might be working two jobs where one is Federal Work Study and the other is not. Notice must be given and the issue has to be resolved; The process can be delayed while issues are being resolved; The percentage of Time Cards that are not turned in can reach as high as 50% at times; The process for comparing limits vs. earnings needs to be improved. 	Yes	
2	Award Process	The verification process can be difficult and error-prone	<ul style="list-style-type: none"> During the verification process after receiving SAR notification, possible miscoding from other offices can cause errors and delays; Possible Transfer Credit problem may surface sometime in the future; Capacity for human error during the comparison of the SAR to application information, and the status results in delays and the need for reprocessing; 	Yes	
3	Award Process	A lot of time is spent building reports and	<ul style="list-style-type: none"> The Financial Aid system is only somewhat integrated with other campus software applications, such as Registration, Records, Student Accounts, Payroll, and others; 	Yes	

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
		collecting data for reports			

Office of Financial Services and Budget

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	General	The system is too outdated in its reporting format	<ul style="list-style-type: none"> It is impossible to quickly prepare reports and extract data with little manual adjustments to the data by the end user; The poor (or dated) formats of the reports contribute to the inefficiency of report preparations by the Office of Financial Services. 	Yes	
2	General	Achieving the goal of providing the best financial planning and reporting documents possible is potentially limited	<ul style="list-style-type: none"> The current functionality of the accounting system and the time and effort that it takes to convert a report from the accounting system printout to the finished presentation report. 	Yes	
3	General	A significant amount of time is spent building reports or collecting data for reports.	<ul style="list-style-type: none"> Many accounting systems have great functionality but when it comes to presentations of prepared reports, the style is not always there. 	Yes	
4	General	Concerns include scholarships reporting, planning, and budgeting.	<ul style="list-style-type: none"> Different code structure for the financial aid system. 	Yes	
5	General	Report formats are poor or dated	<ul style="list-style-type: none"> The system is too outdated in its reporting format making it impossible to quickly prepare reports and extract data with little manual adjustments to the data by the end user 	Yes	
6	General Fund Budget Planning	Difficulties are encountered preparing planning documents from the system.	<ul style="list-style-type: none"> The MS Excel export function is a critical component to the success; The input of budgets into the system is not user friendly; It is very difficult to key and to have reports generated using a system that is not user-friendly; 	Yes	

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
7	Check for Facilities Available	Process is cumbersome	<ul style="list-style-type: none"> The reservation system is paper-driven. 	Yes	
8	Receive Space Request	Sometimes there is a failure to receive proper approval	<ul style="list-style-type: none"> This process is also paper-driven. Failure to receive proper approvals is more likely due to human interaction. 	Yes	

Human Resources

		Issues	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	Employee Data Entry	Entry screen(s) not user friendly	<ul style="list-style-type: none"> Multiple screens are complicating data entry; Sometimes multiple entries of the same information are required, such as with insurance and benefits; Sometimes a screen is lost if data isn't entered in a set format; There are many fields that are not required, perhaps no longer needed, or, if a field is required for one category of jobs, it may not be required for others; There is no help indicator to tell the user what is required and what is not ; 	Yes	
2	Employee Data Entry	Staff doesn't always get the information that is needed.	<ul style="list-style-type: none"> Requested information is often not returned by the person responsible for doing so; 	Yes	
3	Employee Data Entry	Sometimes there is uncertainty about job titles;	<ul style="list-style-type: none"> There may be different job titles for the same job; 	Yes	
4	Employee Data Entry	The email assignment process is a source of issues	<ul style="list-style-type: none"> People are free to use whatever email provider they choose. This makes it difficult when important information needs to be communicated. People tend to change their email provider periodically without notifying the university and seldom check their FMU mail. 	Yes	
5	Employee Data Entry	System forms are inefficient	<ul style="list-style-type: none"> The process asks for information that is not available and the administrative person has to give his/her best guess about the information in order to continue the process, until such time that the data is available. They must come back later to correct it. 	Yes	

		Issues	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
6	Employee Data Entry	Information can be inconsistent	<ul style="list-style-type: none"> There is a possible issue having different information in the personnel vs. payroll files. 	Yes	
7	Employee Data Entry	Needed feedback is not received or not handled efficiently	<ul style="list-style-type: none"> When feedback is sent, it may, or may not be noticed and corrections applied; The time delay between notification and feedback may be long; more than a week. The time between changes made and the next payroll may be several days; 	Yes	
8	Employee Data Entry	Not having standardization of codes is a problem	<ul style="list-style-type: none"> When addressing areas on the Check Payroll, it is sometimes difficult to match codes with the situation. 	Yes	
9	Monthly Fringe Memos	The Accounting Budget Activity report has issues	<ul style="list-style-type: none"> Report does not reflect the salary changes in a timely fashion; 	Yes	
10	Monthly Fringe Memos	Payroll Personal Services Report contributes to inefficient cycle times	<ul style="list-style-type: none"> Time consuming to work with. 	Yes	
11	Memos for Insurance Payments	Variations occur that cause difficulties	<ul style="list-style-type: none"> An employee can be both staff and faculty; Changes are hard to track; Faculty can be split between departments; and the grant is only for one department; Employee can have two grants. 	Yes	

Procurement (Purchasing)

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	Purchase Order	Issues with the purchase order process	<ul style="list-style-type: none"> Payment authorization- time; Vendor setup process; Bank of America export of AS400; Taxes; have to wait for a Accounts Payable run; General Ledger (GL)/Journal adjustments (P- Cards); Timely budget modification 	Yes	

Registrar

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	Roll Correction	Attendance is difficult to track	<ul style="list-style-type: none"> Faculty members often use their personal email and therefore they may not receive or read their important university email that may have information about their students; Instructors are not recording attendance with consistency; Some students on the rolls may not attend at all; 	Yes	
2	Roll Correction	85% of students receive some form of financial aid and the process of verifying who is attending is very difficult at best	<ul style="list-style-type: none"> The implications for financial aid guidelines and the Veterans' Administration complicate the process; 	Yes	
3	Senior tracking	There are factors that make senior tracking difficult and potentially inefficient	<ul style="list-style-type: none"> Making sure students have everything they need for graduation can be a difficult undertaking with all the inefficiencies and variables in the system; Students may find out that they do not have everything they need for graduation if they are not managing their time and status; Registrar sends emails tracked seniors about the graduation process; they are instructed to make an appointment for their Senior Review; some students don't respond and communication breaks down. 	Yes	

Student Billing

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
1	General	There is a lot of wait time	<ul style="list-style-type: none"> Payment plans: there is no efficient system for people who have inquiries or requests There is no webpage that can handle processing 	Yes	3rd Party Payment Plan Partner-TouchNet
2	General	BOSaNOVA is difficult	<ul style="list-style-type: none"> Sometimes requires heavy maintenance and is dependent upon the user to make entries in order to make it functional; Add-Ons can cause complications; 	Yes	

		Issues & Symptoms	Examples	Would Ellucian Solutions and Services Address This Issue?	Comments
3	Registration	You often don't know there is a problem until you're well into the system	<ul style="list-style-type: none"> • Delay in assigning students to housing; • Financial Aid doesn't come in; have to try to find a resolution; • Students not following through on what they should do and what they need to provide; 	Yes	
4	Registration	Lack of communication is a problem, in general	<ul style="list-style-type: none"> • Receiving incorrect or incomplete information; • An example is when students get transferred from department to department and issues need to be resolved; • People transfer without asking right questions; • different areas are putting out information that may overlap or be contradictory; 	Yes	
5	Registration	Students' unwillingness to use the system (Swamp Fox)	<ul style="list-style-type: none"> • They could resolve issues with a 30-40% reduction in calls and complaints; 	Yes	
6	Registration	Handling and management of incoming inquires on campus is sometimes poor	<ul style="list-style-type: none"> • Not always routed to appropriate offices or in a timely fashion. 	Yes	

SECTION 7

Response to Terms and Conditions

General Terms and Conditions

Ellucian Inc. (the “Company”) is pleased to be working with Francis Marion University in connection with the University’s Solicitation #5400010443 for an Enterprise Resource Planning (ERP) System, (the “Bid”). Given the Company’s numerous contract awards throughout the years from state agencies and institutions in South Carolina, we look forward to expanding our information technology partnerships in the State.

The Company and its affiliates have a long tradition of serving the information technology requirements of agencies in the Palmetto State, and have an established record of contracting with various South Carolina State entities in connection with solicitations for the acquisition of software and information technology services. Most recently, in August 2014, the Company entered into a Master Agreement with the State of South Carolina, acting through the South Carolina Technical College System, for the provision of both perpetual software licenses and SaaS/subscription software licenses, as well as for the provision of software maintenance services and professional services for the implementation of the software products licensed to the institutions by the Company. The Company believes that the most expeditious and efficient means for the University to acquire the proposed software, software maintenance and related services would be for the parties to leverage the aforementioned Master Agreement, or to enter into a definitive agreement that is substantially similar to the Master Agreement. Accordingly, we have premised our proposal on the use of such terms and conditions. Accordingly, the Company looks forward to engaging with the State to effect the necessary clarifications to put such a definitive agreement in place for the purposes of the State accepting the accompanying Bid.

Special Terms and Conditions

See accompanying illustrative Master Agreement.

South Carolina Standard Amendment to End-User License Agreements for Commercial Off-the-Shelf Software

Please refer to the Company’s comments above. The COTS amendment does not address the breadth of the offerings included in the Company’s proposal.