

Colleague Modernization Project Charter

Colleague Modernization

Executive Summary

Ellucian provides the College with Enterprise Resource Planning (ERP) applications which include Colleague, Finance, Financial Aid, Human Resources, Reporting, Self-Service (MyMCC), and Student Planning. This project migrates from on-premise architecture to cloud architecture while providing the latest tools from Ellucian.

The current Colleague system has been overly customized causing support issues and immense technical debt. As Ellucian release software patches, Information Systems and Services (ISS) staff must thoroughly review changes and update customized applications to prevent conflicts and issues. This process can take several weeks and requires significant institutional knowledge and experience.

On 09/30/2024, The Board of Trustees approved to enter a six-year contract with Ellucian for a total of \$5,919,543. This six-year contract includes all end-user functionality, software support, employee training, and migration to the latest Ellucian products. The project will require collaboration with MCC leadership and departmental stakeholders with a focus on usability, communication, training, and compliance.

The implementation is expected to take 24 months and begin Jan 5, 2026.

Business Need and Background

McLennan Community College (MCC) invested in Ellucian Colleague and related applications including Colleague Self-Service (MyMCC), Colleague Student Planning, Colleague Human Resources, Colleague Financial Aid, and Colleague Finance for all business and student needs. Colleague provides a multitude of functions and is the central source system for managing all data related to the College.

Information Systems Services (ISS) has created custom code to add functionality not provided by Ellucian. These customizations have been added to Colleague menus and are used regularly. In some cases, Ellucian eventually adds that functionality and ISS removes that custom code. However, ISS staff have found that the removal has not always happened.

Every customization adds technical debt and documentation is not readily available and may not exist. In some cases, customizations are preventing the use of new features provided by Colleague. Eliminating custom code requires adapting College processes to match those provided in Colleague. By transitioning to a cloud platform and modernizing systems, staff will eliminate the cost of maintaining on-premises servers and no longer be responsible for patching and updating the applications.

Identified Needs

Strengthen Institutional Resilience:

Higher Education institutions are vulnerable to a variety of natural and man-made emergencies, disasters, and hazards. Recognizing that not all events can be prevented, planning is essential to maintain or restore services when an unexpected or unavoidable event disrupts normal operations. Moving to Ellucian's cloud platform will significantly decrease the time McLennan Community College (MCC) will need to recover from a disaster scenario. Ellucian's redundancy and failover capabilities safeguard institution data and make disaster recovery near immediate. The risk of disaster and disruption are greatly reduced, as data resides in multiple remote, secure locations—built on world-class Amazon Web Services (AWS) infrastructure. Cloud applications are more consistently available than those running on-premise, which keeps our campus running smoothly and our students on track.

Improve staff and Faculty productivity by reducing manual work and processes:

With digitized processes, every function—from admissions and registration to academic records and curriculum management—can be streamlined to gain efficiency. Data from online forms flows into the correct systems without manual entry and necessary follow-up work—such as approvals—kicks in via automated reminders. These workflows not only free up staff time to focus on high-impact work but also minimize the risk of human error.

Shift IT focus from Maintenance and Operations to the Enhancement of User Experience:

Now is the time to build sustainable digital infrastructures, adopt new technology, rebuild operational strategies, and change campus culture to ensure that digital transformation and adaptability are long-term, comprehensive, and mission-driven endeavors. Productivity improvements are achieved because in a Software as a Service (SaaS) environment, certain lower-value operational activities do not need to be executed by IT. The Ellucian Platform delivered on Software as a Service (SaaS) develops and rapidly deploys new capabilities with reduced complexity and lightens the testing burdens on an institution's IT team. The Ellucian Platform means functionality built on a single, unified code base so that institutions are always using the most current, feature-rich version of Ellucian products. Ellucian Ethos connects applications and speeds up implementation with standard APIs and integrations. It also offers pre-built integrations from across the higher education partner community to accelerate initial integrations.

Optimize Technology Investment:

On-premises environments maintain a variety of licensing costs including operating system licenses, database licenses, and other licensing on elements such as virtualization, monitoring software, security software, patch management, IT service management software for ticket management, and VPN software. Licensing costs for the existing solutions are known and a proportion of those licenses are made redundant by the new cloud-based solution.

Enhance Student Outcomes:

ISS Staff believe better student experiences result in increased retention and higher rates of completion. Increased retention and completion result in positive tuition revenue impact for the institution. Students today are looking for personalized experiences and interactions. Administrators and support personnel must utilize meaningful, relevant, and targeted communication while diminishing friction to student support.

services to boost engagement rates, create more equitable access to opportunities, minimize incurred debt, and ultimately meet student success goals. And this needs to be done while manpower is limited at higher education institutions. Modern cloud-based technology tools designed to deliver these capabilities in an intuitive and effective manner are necessary to maximize effort and results.

Project Description and Scope

The project aims to move all department operations to the latest version of Colleague into Ellucian's managed cloud service. This requires numerous engagements and conferences with Ellucian Experts and College staff to define processes, deploy functionality, and train staff. Extensive configuration and training will occur for ISS staff who will support the system after migration.

Department employees should expect meeting with ISS staff and Ellucian Experts. Each department's process will be evaluated and documented. Ellucian Experts will recommend best practices. Once process changes are defined, ISS staff with Ellucian will implement changes. Staff will be asked to test all processes. Then, the processes will be activated in the production environment and staff will begin using the new system.

The Colleague Modernization project is expected to take two years ending in December of 2027.

Project Phases and Components for Migration to SaaS

Assessment and Modernization Phase covers the following areas:

- Identity Management Phase (LDAP, single-sign on)
- SaaS compliance for data and naming conventions (Rename computed columns, subroutines and clean up data)
 - Review the scans and provide guidance in compliance activities
- Custom Analysis Phase
 - Inventory- McLennan Community College (MCC) provides inventory of in-use customs
 - Deeper review of the scans and provide guidance on researching the customs that are being used and how
 - Through a system analysis, provide recommendations to replace custom with baseline Colleague functionality and configuration
- Integration analysis Phase
 - Provide recommendations for path forward
- Reporting
 - Inventory- McLennan Community College (MCC) produces inventory of top in-use reports
 - Functional –Custom replacement with baseline Colleague

Modernization Phase:

- Determine Timeframe for Readiness based on Desired Live Migration
- Deploy environments
 - Identity Management
- SaaS compliance for data and naming conventions
 - Compliance activities (i.e., Computed column and data cleanup)

- Custom
 - Implement recommendations to replace custom with baseline Colleague functionality and configuration
- Integrations
 - Integration configuration for identified integrations (MCC responsibility)
- Reporting
 - Assess the gathered inventory and begin producing prioritized reports with selected strategy

Migration:

- Multiple rounds of migration provided for data and SaaS compatible configurations
- After each migration, environment opened for User Acceptance Testing (UAT)-technical and functional –with check-in points and sign-off

Project Goals

Colleague Modernization to SaaS project has the following goals:

- Enhance Student Success and Support by identifying additional credentials of value and helping students stay on track.
 - Installing Ellucian Award.
 - Train Student Records staff to use Ellucian Award.
- Advance Resource Support by implementing modern technologies and investing in campus infrastructure.
 - Replace outdated systems by upgrading Self Service (MyMCC) and Colleague UI Web to the latest versions to improve operational efficiency and enhance the student experience.
 - Empower users to automate workflows, tasks, and approvals.
 - Deploy reporting solutions to deliver real-time dashboards.
 - Improve data sync.
- Reduction of Technical Debt
 - Reduce dependency on custom code by removing custom code as much as possible.
 - Implement standard processes across departments for streamlined operations.
 - Focuses on baseline best practice application configurations.

Project Schedule

This section provides an estimated schedule of all high-level project milestones. It is understood that this is an estimate and *could* change as the project moves forward and the tasks and milestones and their associated requirements are more clearly defined.

Key Considerations & Contingencies

- No coding changes will be made to Production during one week prior to Spring and Fall terms of each year according to the MCC Academic Calendar.
- Contingency will be built into testing and training to allow for staff absences and technical delays.

- Communication plans will be coordinated with campus leadership and public information to ensure awareness.

PROJECT SCHEDULE	TARGET
Project Start	January 2026
Initiation and Analysis	January – April 2026
Reporting Migration	April 2026 – February 2027
Development Migration	March 2027 – April 2027
User Acceptance Migration	May 2027 – September 2027
Data Simulation Migration	October 2027 – November 2027
Production Migration	December 2027

Project Budget

The Colleague Modernization move to SaaS project is a firm-fixed price engagement based on a year to year pricing subscription model and professional services. This section provides a breakdown of initial implementation costs and projected post implementation operations and maintenance costs of a six-year period,

Project Costs

BUDGET ITEM	COST
Software and Licensing	\$4,991,476
Consulting/Implementation	\$928,067
Total	\$5,919,543

Project Management and Governance

ROLE	NAME	ORGANIZATION
Executive Sponsor	Johnette McKown	President
Executive Sponsor	Chadwick Eggleston	Vice President of Instruction & Student Engagement
Executive Sponsor	Mark Harmsen	Vice President of Finance & Administration
Executive Sponsor	Laura Wichman	Vice President of Strategic Planning & Enrollment
Project Oversight	Mario Leal	Chief Information & Technology Officer
Project Team Manager	Vickie Peterson	Administrative Systems Manager
Project Team Technical Lead	Alec Tournier	System Analyst
Project Team Member	Don Hurst	System Analyst

ROLE	NAME	ORGANIZATION
Project Team Member	Ethan Craig	Programmer Analyst
Project Team Member	Tyler Anderson	Programmer Analyst
Project Team – Human Resource	Missy Kittner	Chief Human Resource Officer
Project Team – Financial Services	Grayson Meek	Controller
Project Team – Financial Aid	Sandi Jones	Director of Financial Aid
Project Team – Admissions & Recruitment	Karen Clark	Director of Admissions & Recruitment
Project Team Member	Brandon Hill	Dean of Students (Student Success)
Project Team – Student Admissions	Amanda Straten	Coordinator of Student Admissions
Project Team – Enrollment Systems	Dustie Hamilton	Director of Enrollment Systems
Project Team – Student Records	Holly Surginer	Director of Student Records
Project Team – Advising and Career Services	Allyson Huntley	Associate Director
Cybersecurity Point of Contact	John Segovia	Cybersecurity & Online Technologies Manager
Infrastructure Point of Contact	Noah Daly	Infrastructure Manager
Customer Support Services Point of Contact	David Kuehne	Customer Support Services Manager

Impact Analysis

The implementation of modernizing Colleague and moving to the cloud will impact multiple stakeholders, business areas, and systems across the college. These impacts are primarily associated with returning Colleague to a vanilla state and removing all custom entities that have been added to the applications over multiple years.

Assumptions

The following assumptions have been identified.

- McLennan Community College is committed to sharing or developing complete details of current environment.
- McLennan Community College is willing to accept recommendations for updating configurations and processes to align with Ellucian best practices and SaaS baseline functionality.
- McLennan Community College is responsible for report, integration, and extension development.
- Services are joint project between McLennan Community College and Ellucian.
- All departments have time to perform testing before go-live.
- All employees work 40-hours per week.
- McLennan Community College is responsible for procuring a compatible forms formatting tool at an additional cost.
- Ellucian will deliver services in accordance with the Statement of Work (SOW), including project kickoff, configuration, testing, and knowledge transfer.

- Data migration activities are completed by the ISS Admin Systems team in 4 iterations (3 to non-production and 1 to production).
- For full integration with Ellucian Payment Gateway, McLennan Community College is responsible for procuring a SaaS compatible eCommerce product at an additional cost, within the timeframe agreed upon in the project plan if not licensed at the time of this agreement.
- Client will document processes, decisions and end user training materials unless otherwise indicated.
- Client will provide Ellucian with access to appropriate software and functionality in compliance with McLennan Community College security and access policies.
- Ellucian Professional Services are proposed as remote delivery.
- Ellucian estimates are based on the assumption that McLennan Community College will adopt Ellucian's recommended practices, common business process models and data standards to conform to Ellucian recommended practices and Ellucian common business process models.
- McLennan Community College is responsible for managing staff expectations around Ellucian recommended practices for staff, faculty, and students.
- In the case of in-scope modification or extensibility work, recommended business processes may be modified to accommodate SaaS safe Extension as may be defined and agreed between both parties.
- If McLennan Community College does not adopt Ellucian recommended practices and business processes, the parties will negotiate a change order to determine any adjustments to scope, fees, and timeline.
- Ellucian's proposed level of effort for this project is based on the information provided as of the Execution Date. Any changes or additions to the scope, via the Discovery Phase or otherwise, will be managed by Ellucian Project Manager and McLennan Community College Project Manager through mutually agreed upon change order process.
- The project timeline will be developed collaboratively between the McLennan Community College and Ellucian during the Planning and Initiation Phase.
 - The proposed services are based on an 24-month timeline. If the project extends over 24 months, McLennan Community College may incur additional costs to complete it.
 - The timeline depends upon the availability of key staff and subject matter experts from McLennan Community College to participate in onboarding/training/consulting sessions, provide responsive feedback as needed, and meeting deadlines for project work as agreed upon by Ellucian and McLennan Community College.

Out of Scope

- Custom reporting configurations;
- Development of ad hoc reports;
- Ellucian consultants will not provide complex set-up recommendations during the engagement;
 - Level of complexity is defined by the scope for each service;
- In-depth training for the topics discussed during the functional assessment;
- Modifications to baseline reports, forms, web pages;
- Configuration of Colleague portlets for institutional portal;
- Customized interfaces to the Colleague system;
- Creating custom jobs that include SQL;

- Maintenance of software, code, or other delivered items;

Constraints

The following constraints have been identified.

- The project timeline may be constrained by the college's high processing periods.
- The project is constrained by staff who work forty (40) hours per week.
- The project is constrained by staff who work thirty-six (36) hours per week during the summer with the college working a four-day work week. Half of the Admin systems team work M-Thu and the other half Tue.-Fri.
- The project is constrained by the budget.
- This project is constrained by staff with multiple responsibilities and projects.

Risks

The following risks have been identified.

- ISS is capacity constrained. Any outage of an employee could jeopardize meeting deadlines.
- ISS has limited experience and institutional knowledge of Colleague.
- There could be things we do not understand now or new requirements needed during implementation. This could cause scope creep and/or increases in budget.

Revision History

Version	Date	Updater Name	Description
V 0.1	10/21/2025	Vickie Peterson	Initial draft completed
V 0.2	1/7/2026	Mario Leal	First review. Made several comments and updates.
V 0.3	01/11/2026	Vickie Peterson	I am making corrections and updating with suggested comments.
V 0.4	2/9/2026	Mario Leal Vickie Peterson	Updated goals and reviewed.
V 0.5	2/27/2026	Vickie Peterson	Updates made and ready for review.
V 0.6	8/4/2026	Mario Leal	Various edits and comments.
V.1.0	8/4/2026	Vickie Peterson	Document ready for release.
V.1.1	8/10/2026	Mario Leal	Updated Cybersecurity Point of Contact.