Texas Southern University
Board of Regents
Thursday, November 12, 2026

Value Proposition for
Ellucian's Proposed Modernization of
Banner Student Information System

Texas Southern University

Ellucian Banner Modernization Value Proposition

Proposed Investment: Technical Modernization from Managed Cloud Banner Student Ellucian Student powered by Banner (Software-as-a-Service deployment), followed Ellucian Student Signature
Scope: Student Information System (SIS), including Student Aid
Planning Horizon: 10 years
Incremental 10-Year Investment: $1,525,353 compared with remaining on Managed Cloud Banner Student
Average Incremental Investment: $152,535 per year

TSU separately plans to transition HCM and Finance to Workday. This business case is focused exclusively on the modernization and value of TSU's Student and Student Aid environment through Ellucian Student Signature.

Executive Summary

Recommendation

Approve Texas Southern University's modernization from Managed Cloud Banner Student to Ellucian Student powered by Banner (Software-as-a-Service deployment), followed by Ellucian Student Signature.

The Board decision is whether the **additional $1,525,353 over 10 years — the difference between continuing Managed Cloud Banner Student (estimated $16,801,854) and completing the proposed modernization ($18,327,207) — is justified by the value a modern SIS can create for TSU's students and operations.**

The financial hurdle is modest relative to TSU's scale. TSU reports enrollment of more than 8,600 students. At TSU's published annual in-state undergraduate tuition and fee level of $9,174, approximately **17 additional student-years per year would generate $155,958 in gross tuition and fee revenue**, slightly more than the average annual incremental investment. That represents approximately **0.2% of TSU's reported enrollment**.[1] [2]

This is a break-even illustration, not a forecast. The return can come from multiple sources: increased enrollment, improved persistence and retention, more effective Student Aid processes, reduced student friction, staff capacity recovered through automation, and better use of data, analytics, and AI.

Alignment With Ascend 2030

The modernization directly supports TSU's Ascend 2030 commitment to **"Renew, Enhance, and Expand"** and aligns with its Focus Four Priorities.[3]

- **Student Achievement & Outcomes:** Supports enrollment growth, persistence, completion, academic planning, registration, Student Aid, and earlier student intervention
- **Academic Research & Innovation:** Establishes a modern SIS foundation that can support evolving learner pathways and future student-facing innovation
- **Operational Excellence:** Simplifies student-facing processes, reduces manual work, and improves access to student data and analytics
- **Technology & Artificial Intelligence:** Advances TSU's objective to modernize technology and **"deploy intelligent automation/AI across student services units"**

AI is particularly relevant because TSU has already identified AI-driven student success as a strategic priority. Ellucian Student Signature is designed to combine higher education data, workflows, analytics, automation, and AI across the student lifecycle. The objective is measurable improvement: faster student service, earlier identification of students needing support, reduced repetitive work, more effective Student Aid processes, and fewer administrative barriers that can contribute to melt or stop-outs.

Why Act Now?

Waiting does not eliminate TSU's current SIS operating costs. It delays the benefits of modernization while Ascend 2030 already calls for improved student experience, enrollment growth, persistence and completion, stronger analytics, operational efficiency, technology modernization, and AI.

The Board is not being asked to invest $1.525 million simply to replace technology. It is being asked whether an incremental investment averaging approximately $152,535 per year is justified to modernize the SIS supporting more than 8,600 students and advance priorities TSU has already established.

With an annual financial hurdle equivalent to approximately **17 student-years**, combined with opportunities for Student Aid improvement, staff efficiency, automation, analytics, and AI-enabled student success, the investment provides a measurable and strategically aligned path forward.

Detailed Business Case

1. The Investment Decision

A skeptical Trustee may reasonably ask:

"Why spend $1.525 million more when TSU can continue operating its current system?"

The answer begins with the correct comparison.

The $1,525,353 represents the **10-year difference between continuing Managed Cloud Banner Student (estimated $16,801,854) and completing the proposed modernization ($18,327,207)**. TSU is not choosing between spending $1.525 million and spending nothing. It will incur substantial costs to maintain the existing environment either way.

The investment question is therefore whether approximately **$152,535 per year of additional cost can produce at least that amount of additional institutional value.**

That creates a clear and measurable threshold.

The modernization makes economic sense if improvements across enrollment, persistence, Student Aid, student experience, staff capacity, process efficiency, analytics, automation, and other measurable outcomes collectively exceed the incremental investment.

The financial case does not require a dramatic transformation in any one measure. Multiple comparatively small improvements can combine to produce the return.

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2. The 10-Year Financial Case

Measure	Amount
Incremental 10-year modernization investment	**$1,525,353**
Average incremental investment per year	**$152,535**
Published annual in-state undergraduate tuition and fees	**$9,174**
Approximate additional student-years needed annually to equal average incremental investment	**17**
Gross annual tuition and fee value of 17 student-years	**$155,958**
Approximate share of 8,600-student enrollment	**0.2%**

This is a **gross-revenue break-even illustration, not a forecast or guarantee**.

Its purpose is to put the incremental investment into context. If improvements in enrollment and persistence were equivalent to approximately 17 additional student-years each year, the associated gross tuition and fee revenue would be comparable to the average annual incremental cost of modernization.

The business case does not depend on achieving all value through enrollment. Student persistence, Student Aid improvements, staff efficiency, automation, reduced administrative friction, and other benefits can contribute simultaneously.

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3. Quantifiable Return Scenarios

Scenario A: Student Persistence and Retention

Student persistence is both a mission outcome and a financial outcome.

At TSU's published annual in-state undergraduate tuition and fee level of $9,174:

Additional Student-Years	Gross Annual Tuition and Fee Revenue
10	**$91,740**
17	**$155,958**
20	**$183,480**
30	**$275,220**

The 17-student-year scenario generates gross tuition and fee revenue slightly above the average annual incremental modernization investment.

Ellucian Student Signature can support persistence by helping TSU reduce friction across academic planning, registration, Student Aid, degree progress, communications, and other critical points in the student journey. Better access to data and analytics can also help staff identify and respond to issues earlier.

Technology does not retain students by itself. Its value is in giving TSU staff and students better processes, information, and tools with which to act.

Board Metric

Measure persistence and retention against preimplementation baselines, with particular attention to student populations and processes affected by the modernization.

Scenario B: Enrollment Growth and Yield

Ascend 2030 explicitly calls for TSU to **"grow total enrollment."**[3]

A modern SIS can support that objective by reducing administrative friction as students move from application through enrollment, Student Aid, registration, and the start of the academic term.

Using the same annual in-state undergraduate tuition and fee assumption:

Net Additional Students Per Year	Approximate Gross Annual Tuition and Fee Revenue
10	**$91,740**
17	**$155,958**
25	**$229,350**
50	**$458,700**
100	**$917,400**

These are illustrations rather than forecasts. They demonstrate the scale of the financial hurdle.

Approximately 17 additional student-years represent only **0.2% of TSU's reported enrollment**.

Board Metric

Track application completion, enrollment conversion, melt, registration completion, and net enrollment before and after relevant processes are modernized.

Scenario C: Student Aid Effectiveness

Financial barriers can affect whether students enroll, remain enrolled, and complete their education.

Ellucian Student Signature includes capabilities supporting Student Aid processes, including net price calculator and scholarship management, along with workflows, forms, automation, reporting & analytics, and student-facing capabilities that can help TSU improve the way students and staff navigate financial aid-related activities.

Potential areas of measurable value include:

- Faster completion of Student Aid processes
- Reduced manual follow-up
- Better visibility into incomplete student requirements
- Improved scholarship administration
- Reduced administrative handoffs
- Faster responses to student questions
- More staff capacity for complex cases
- Fewer enrollment or persistence barriers related to incomplete processes

The value of Student Aid modernization should therefore be evaluated both operationally and in terms of its potential contribution to student persistence.

Board Metric

Track processing times, outstanding student requirements, manual touches, response times, scholarship utilization, and student outcomes associated with unresolved financial barriers.

Scenario D: Staff Efficiency and Capacity

Ascend 2030 calls for **"highly effective, efficient operations"** and simplified administrative processes.[3]

The value of automation should be measured as capacity returned to the institution, not simply as staff reduction.

Examples include:

- Fewer manual student record transactions
- Reduced duplicate data entry
- Automated routing and approvals
- Reduced manual reporting and reconciliation
- Faster processing of routine student requests
- Fewer handoffs between offices
- More effective student self-service
- More staff time available for advising, intervention, analysis, and complex student needs

For illustration, at an assumed fully loaded staff cost of **$40 per hour**, recovering approximately **3,813 staff hours annually** would equal the average $152,535 annual incremental investment.

That is approximately **1.8 full-time-equivalent years of staff capacity**, using 2,080 hours as the annual FTE assumption.

This does not mean TSU needs to eliminate 1.8 positions. It demonstrates the amount of staff capacity that would be financially comparable to the annual incremental investment.

Board Metric

Baseline high-volume SIS and Student Aid processes and measure transaction time, staff touches, processing hours, error and rework rates, and cycle times following modernization.

4. Student Experience Is an Economic Issue

Student experience should not be treated only as a satisfaction measure.

Students encounter numerous administrative requirements throughout their journey: application, Student Aid, registration, academic planning, payment-related actions, enrollment status, degree progress, and other required transactions.

Every unnecessary handoff, unclear requirement, duplicate step, or delayed response creates additional friction.

For some students, friction is inconvenient. For others, particularly students balancing financial, work, family, or academic pressures, administrative friction can become another reason to delay registration, stop out, or disengage.

Ascend 2030 recognizes the importance of improving student-facing processes.[3]

Ellucian Student Signature provides an opportunity to create a more connected experience in which students can better understand what they need to do, complete required actions, navigate their academic path, interact with Student Aid, and receive assistance earlier.

For the Board, this matters because improving student experience can contribute directly to enrollment, persistence, completion, and institutional sustainability.

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5. AI: From Strategic Priority to Measurable Student Outcomes

TSU has made AI an explicit institutional priority.

Ascend 2030 calls for TSU to **"deploy intelligent automation/AI across student services units"** to improve operational efficiency and the student technology experience.[3]

TSU's **"AI-Driven Excellence: Transforming Student Success from Recruitment to Graduation"** initiative similarly describes using AI and analytics to improve recruitment, admissions, student progression, intervention, and retention.[4]

Ellucian Student Signature aligns with that direction because it is designed to bring data, workflows, automation, analytics, and AI together within higher education processes.

Ellucian's AI messaging centers on three principles:

AI That Provides Measurable ROI

AI should produce measurable outcomes rather than exist simply as a technology feature.

For TSU, relevant measures could include:

- Staff hours recovered
- Faster response times
- Increased completion of student processes
- Earlier interventions
- Improved persistence
- Reduced manual reporting or processing

AI That Addresses Complex Higher Education Workflows

Student processes contain institutional policies, dependencies, academic rules, financial requirements, and regulatory considerations.

The opportunity is to apply intelligence to these higher education-specific workflows so students and employees spend less time navigating administrative complexity.

AI That Is Responsible and Reliable

Trust is essential for AI used in student-facing and mission-critical processes.

AI should operate within appropriate institutional controls, data governance, and policies so that efficiency does not come at the expense of reliability or institutional accountability.

Potential TSU Use Cases

AI and intelligent automation can create measurable value by helping TSU:

- Reduce repetitive administrative work
- Accelerate routine student service
- Identify students requiring attention earlier
- Improve consistency in student communications
- Support more proactive use of student data
- Reduce manual process cycles
- Help students navigate administrative requirements
- Improve Student Aid workflows

Board Metric

Each significant AI use case should have an identified owner, baseline, expected outcome, governance requirements, and post-deployment measurement.

This keeps AI tied to institutional performance rather than technology adoption alone.

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6. Alignment With the Focus Four Priorities

Student Achievement & Outcomes

Ascend 2030: "Texas Southern will prioritize student success."[3]

Ascend 2030 also calls for targeted interventions supporting persistence, progression, and completion, as well as enrollment growth.

Ellucian Student Signature Connection

A modern SIS supports the operational foundation underneath those outcomes:

- Enrollment
- Registration

- Student records
- Student Aid
- Academic planning
- Degree progress
- Student communications
- Analytics
- Intervention

Potential Measures

Enrollment, persistence, progression, stop-outs, registration completion, completion, and time-to-degree.

Academic Research & Innovation

Ascend 2030 calls for innovative teaching and learning, expanded access, evolving educational pathways, and greater use of technology.[3]

Ellucian Student Signature Connection

A modern SaaS SIS provides infrastructure capable of supporting evolving student populations, academic pathways, online and hybrid growth, credit mobility, and future student-facing innovation.

Potential Measures

Student participation in new pathways, credit recognition, online enrollment, time-to-completion, and accessibility of student services.

Operational Excellence

Ascend 2030 calls for **“highly effective, efficient operations.”**[3]

It also emphasizes simplified administrative processes and stronger analytics.

Ellucian Student Signature Connection

Capabilities including business process automation, forms, workflow builder, reporting & analytics, data orchestration, integration management, and central workspace can help TSU reduce repetitive work and improve access to information.

Potential Measures

Staff hours per transaction, process cycle times, manual touches, errors and rework, reporting time, and student service response time.

Technology & Artificial Intelligence

Ascend 2030 calls on TSU to modernize technology and integrate emerging technologies, including intelligent automation and AI.[3]

Ellucian Student Signature Connection

Moving from the current managed cloud SIS environment to Ellucian Student Signature creates a SaaS-native foundation designed to support continuous innovation, analytics, automation, integrations, and AI-enabled higher education workflows.

Potential Measures

Automated processes, AI-enabled workflows, staff hours recovered, student service response times, modernization milestones, and adoption of new capabilities.

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7. Why Ellucian Student Signature

Ellucian Student Signature is the Ellucian Student offering for institutions looking to scale and transform by leveraging AI-powered capabilities, automation, and best practices.[7]

For TSU, the value centers on the student lifecycle and Student Aid.

Relevant capabilities include:

Recruiting & Admissions

- application management
- lead generation
- international student management

Student Aid

- net price calculator
- scholarship management

Student Success

- degree auditing
- smart planning & registration

- credit recognition
- appointment scheduling

Ellucian Platform Capabilities Supporting the SIS

- central workspace
- business process automation
- document management + AI Assistant
- reporting & analytics
- data orchestration
- integration management
- forms
- communication services
- transcript exchange
- workflow builder

The value proposition is not simply access to more functionality. It is the ability to connect these capabilities to measurable institutional outcomes.

For example:

- smart planning & registration can reduce friction as students build and adjust their academic paths
- degree auditing can give students and staff clearer visibility into progress toward completion
- scholarship management can help connect students to available financial resources
- business process automation and workflow builder can reduce repetitive administrative activity
- reporting & analytics can provide better visibility into student trends and operational performance
- AI-enabled capabilities can help TSU change how selected student-facing and administrative work gets done

The modernization should therefore be governed as an institutional improvement initiative rather than solely as an SIS implementation.

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8. Why Move From Managed Cloud to SaaS?

A managed cloud environment addresses where and how the existing system is operated.

SaaS modernization addresses a broader question: **How should TSU's SIS operate and evolve over the next decade?**

The proposed path moves TSU to Ellucian Student Signature.

The value of that progression includes a foundation designed for:

- Standardized SaaS delivery
- Continuous innovation
- Integrated student data
- Analytics
- Workflow automation
- AI-enabled capabilities
- Modern student experiences
- More scalable integrations
- Reduced dependence on aging operating approaches

The Board is therefore investing in a change in institutional capability, not simply a change in hosting.

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9. Why Sign Now?

The case for action is connected directly to TSU's strategic timing.

Ascend 2030 already calls for:

- Enrollment growth
- Improved student success
- Increased persistence and completion
- Improved student experience
- More efficient operations
- Stronger analytics
- Technology modernization
- Intelligent automation
- Artificial intelligence

Waiting does not remove TSU's current SIS operating costs. It postpones the capabilities intended to address those priorities.

Delay also creates opportunity cost.

For each year modernization is deferred, TSU delays the opportunity to:

- Improve student-facing processes
- Recover staff capacity

- Deploy new automation
- Expand use of analytics
- Introduce AI-enabled workflows
- Reduce administrative friction
- Improve Student Aid processes
- Influence enrollment and persistence outcomes

The relevant comparison is therefore not merely “modernize now” versus “modernize later.”

It is the value TSU may defer while continuing to fund the current environment.

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10. Trustee Questions and Responses

“Why Spend $1.525 Million More if the Current SIS Still Works?”

Because maintaining an operational system and modernizing institutional capability are different objectives.

TSU can continue operating its current environment, but doing so does not inherently advance the student experience, automation, AI, analytics, and modernization objectives in Ascend 2030.

The Board is deciding whether those additional capabilities are worth an average incremental investment of approximately $152,535 per year.

“Are the Revenue and Efficiency Benefits Guaranteed?”

No.

Technology creates capabilities. Institutional execution produces outcomes.

Enrollment, retention, staff productivity, and other results depend on implementation, adoption, process redesign, leadership, and how effectively TSU uses the capabilities.

The financial scenarios establish measurable thresholds against which TSU can evaluate the investment rather than representing guaranteed outcomes.

“Does the Investment Need a Large Enrollment Increase to Pay for Itself?”

No.

Approximately **17 additional student-years per year**, using TSU's published in-state undergraduate tuition and fee level, would generate gross tuition and fee revenue comparable to the average annual incremental investment.

That represents approximately **0.2% of reported enrollment**.

And enrollment does not need to carry the entire return. Persistence, Student Aid improvements, staff efficiency, automation, and other measurable outcomes can contribute.

"Why Is Student Aid Part of the Value Case?"

Because financial processes are closely connected to whether students can enroll and remain enrolled.

Administrative delays, incomplete requirements, scholarship access, and communication can all affect the student journey.

Improving Student Aid processes can therefore create both operational value and student-success value.

"Why Is AI Relevant to an SIS Decision?"

Because AI is most useful when it can act on relevant data and workflows.

A modern SIS is a critical source of information and processes associated with enrollment, academic progress, Student Aid, registration, and student engagement.

Modernizing that environment creates stronger conditions for TSU to apply AI and intelligent automation to student-service workflows in ways that can be measured.

"Why Ellucian?"

TSU already operates Banner, allowing the modernization path to build on its existing SIS foundation rather than treating the initiative as a complete replacement of its student-system heritage.

The proposed path first moves TSU to Ellucian Student powered by Banner and then to Ellucian Student Signature.

Ellucian Student is purpose-built for higher education and focused on the end-to-end student lifecycle. Its capabilities address areas directly connected to enrollment, Student Aid, academic progress, student experience, analytics, automation, and student success.

Ellucian's approved messaging reflects a central principle relevant to this investment:

Student success is institutional success.

"Why Not Wait?"

Because the strategic priorities the modernization is intended to address already exist.

TSU has already identified student success, enrollment, operational efficiency, technology modernization, analytics, and AI as priorities through Ascend 2030.

Waiting delays access to the capabilities intended to advance those priorities while TSU continues incurring the cost of its current environment.

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11. Recommended Board Accountability Framework

Approval should be paired with a value scorecard so TSU can measure whether the modernization is producing the expected institutional benefits.

Outcome Area	Suggested Measures
Enrollment	Net enrollment, application completion, yield, melt
Student Success	Persistence, progression, stop-outs, completion
Student Experience	Process completion, service response time, student satisfaction
Student Aid	Processing time, incomplete requirements, scholarship utilization, response time
Staff Efficiency	Hours saved, process cycle time, manual touches, rework
AI & Automation	Processes automated, hours recovered, AI-enabled outcomes
Data & Analytics	Reporting cycle time, data accessibility, interventions
Technology	Modernization milestones, support effort, redundant processes or tools retired
Financial	Incremental gross tuition and fee revenue, quantified staff capacity, cumulative value

Management should establish preimplementation baselines for priority outcomes so improvement can be measured over time.

The core financial accountability question is simple:

Is the modernization producing at least $152,535 per year in measurable institutional value through enrollment, persistence, Student Aid, staff efficiency, automation, or other documented benefits?

Over the full term, the corresponding measure is whether cumulative institutional value exceeds the **$1,525,353 incremental 10-year investment**.

Conclusion

Texas Southern University's proposed modernization should be viewed as an investment in the SIS foundation required to execute Ascend 2030.

For an incremental **$1,525,353 over 10 years**, TSU can move beyond maintaining Managed Cloud Banner Student and establish a path to Ellucian Student Signature — a SaaS-native offering designed to support the student lifecycle, Student Aid, analytics, automation, and AI.

The economic hurdle is measurable.

The incremental investment averages approximately **$152,535 per year**.

At TSU's published annual in-state undergraduate tuition and fee level, approximately **17 additional student-years per year** would generate **$155,958 in gross tuition and fee revenue**, an amount comparable to the average annual incremental investment.

That is approximately **0.2% of TSU's reported enrollment**.

TSU does not need to achieve the return through enrollment alone. The value can come from a combination of:

- Increased enrollment
- Improved persistence and retention
- More effective Student Aid
- Staff capacity
- Process automation
- Reduced administrative friction
- Better analytics
- AI-enabled student services

The strategic case is equally clear.

Ascend 2030 calls for TSU to modernize technology, improve student-facing processes, increase enrollment, strengthen persistence and completion, improve analytics, increase operational efficiency, and deploy AI and intelligent automation.

Ellucian Student Signature provides a SIS foundation designed to support those objectives.

The Board is therefore not being asked to spend $1.525 million simply to replace an SIS. It is being asked whether investing approximately $152,535 per year above the cost of maintaining the current environment is a reasonable investment to improve the technology foundation supporting student success at a university serving more than 8,600 students.

The threshold is measurable. The strategic alignment is direct. And the value can be tracked over the full 10-year investment period.

Sources and Financial Assumptions

1. Texas Southern University, "About TSU." Current institutional facts. TSU reports enrollment of more than 8,600 students.

2. Texas Southern University, 2026–27 estimated cost of attendance. Undergraduate in-state tuition and fees: $9,174 annually.

3. Texas Southern University, *ASCEND 2030 Strategic Plan*, 2026. Strategic priorities and quotations referenced throughout this document.

4. Texas Southern University, *Legislative Appropriations Request for Fiscal Years 2026 and 2027*. Exceptional item, "AI-Driven Excellence: Transforming Student Success from Recruitment to Graduation."

5. Texas Southern University, Registrar. Academic calendar and student administrative requirements.

6. Ellucian Student Message House, March 6, 2026. Ellucian Student positioning, student success, SaaS, institutional outcomes, and AI messaging.

7. Ellucian Taxonomy 2026. Ellucian Student, Ellucian Student powered by Banner, Ellucian Student Signature, Pillars, Offerings, and capability terminology.

8. Incremental Investment Assumption. The $1,525,353 incremental investment is based on the commercial comparison provided for this Board analysis: the difference between TSU's 10-year cost of remaining on Managed Cloud Banner Student and the overall cost of the proposed modernization.

Financial Interpretation Note

Enrollment and retention examples use **gross tuition and fee revenue** as a transparent Board-level illustration of the scale of student outcomes relative to the incremental investment.

At $9,174 per student-year, 17 additional student-years represent **$155,958 in gross tuition and fee revenue**.

The calculation is intended as a break-even illustration and does not represent a guaranteed financial result.

Enrollment, persistence, Student Aid, staff-efficiency, automation, and other examples are scenario analyses intended to establish measurable thresholds for evaluating the modernization investment. Actual outcomes will depend on implementation, adoption, institutional processes, and TSU execution.