TSU

TEXAS SOUTHERN UNIVERSITY

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Reading Guide for This Version

This report uses blue-bordered callouts to identify methodology notes, scope clarifications, and critical interpretive context. These callouts appear inline where the surrounding analysis benefits from a clear framing note.

Blue-bordered callouts identify methodology notes, scope clarifications, and critical observations that warrant the reader's attention. These are completed findings.

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Section 1 Executive Summary

1.1 Engagement Overview

Texas Southern University (TSU) engaged DIR Shared Technology Services (STS) to conduct an independent assessment of its IT and Network environment, with a primary focus on the Ellucian Banner Enterprise Resource Planning (ERP) system. The engagement is tracked under Project Number PRJ1470619. Discovery was conducted remotely between May 4 and May 15, 2026, and analysis and synthesis continued through May 22, 2026. The work was sponsored at the executive level by the Chief Administration Officer, with the President and Board of Regents as the primary audience for the resulting report. The engagement was initiated in the context of an audit that brought heightened institutional attention to the technology environment, and the assessment is positioned as an objective, non-influenced outside review.

The assessment was structured around four pillars, each mapping to one or more sections of this report:

- Platform Viability
- Integration and Data Ecosystem
- Security and Compliance
- Operational Governance

Discovery comprised the following sources:

- **Six formal discovery sessions, covering Enterprise Applications, Infrastructure and Network, Security and Compliance, Business Users and Banner Functional Health, Ellucian Vendor, and Leadership and Strategic Direction.**
- **Multiple follow-up sessions and email clarifications with the above teams.**
- **Contract review, covering the FY26 Cloud Services Renewal, the TCC Interagency Agreement, and the Oracle HOSAL Renewal.**
- **Historical source:** Ellucian-conducted Accounts Receivable System Analysis from 2020

The findings in this report are anchored to TSU's Ascend 2030 strategic plan, which leadership endorsed during the leadership discovery session as a point of alignment for the engagement. The detailed plan was obtained from the Office of Data Analysis and Assessment in May 2026. It is structured as four Priority Areas (Student Achievement & Outcomes, Academic Research & Innovation, Operational Excellence, and Technology & Artificial Intelligence), each containing signature initiatives tagged under President Crawford's Renew, Enhance, and Expand framework articulated in his 2024 State of the University address. Section 6 recommendations align particularly with Priority Area 4 (Technology & AI), specifically Initiative 4.1 [Renew]: "Update and optimize existing technology platforms and related governance structures, replacing outdated solutions as needed, to improve and streamline business processes supporting the enterprise." The plan's stated milestone of 85 percent help desk customer satisfaction with information technology services is a useful anchor for operational-improvement recommendations.

1.2 Participating Teams & Sessions

Six formal discovery sessions and multiple Finance follow-up sessions were conducted across the assessment window. A complete participant roster appears in Appendix A. Summary of sessions:

Session	Focus	Participants (Roles)
Enterprise Applications	Banner platform, integrations, modules, customization posture	Director of Enterprise Applications
Infrastructure & Network	Hosting, network, backup, DR, infrastructure staffing	Director of Infrastructure; Network Manager; Director of Enterprise Applications
Security & Compliance	Identity, access, FERPA, vulnerability management	Director of Enterprise Applications; Network Manager
Business Users & Banner Functional Health	Functional adoption, training, ERP demo exposure, module-by-module health	Registrar leads; Admissions leads; Finance Controller; HR / Staff representatives
Ellucian Vendor	Vendor-side platform, roadmap, hosting, support, SaaS posture	Ellucian Account Management; Ellucian Cloud Services
Leadership & Strategic Direction	Executive ownership, strategic plan alignment, governance	Chief Administration Officer
Business Users discovery session	Finance, AR, Financial Aid, Budgeting team perspective	Multiple finance and FA participants
Business Users discovery session	Controller-level perspective on financial reporting	Controller; finance team members

Table 1: Discovery Session Inventory

1.3 Key Findings Summary

The assessment identified findings across all four domains. The table below presents the highest-level observations and an overall rating for each, with rating cells color-coded per the legend defined in Appendix D. Detailed findings appear in Sections 2 through 5; the prioritized action register appears in Section 6.

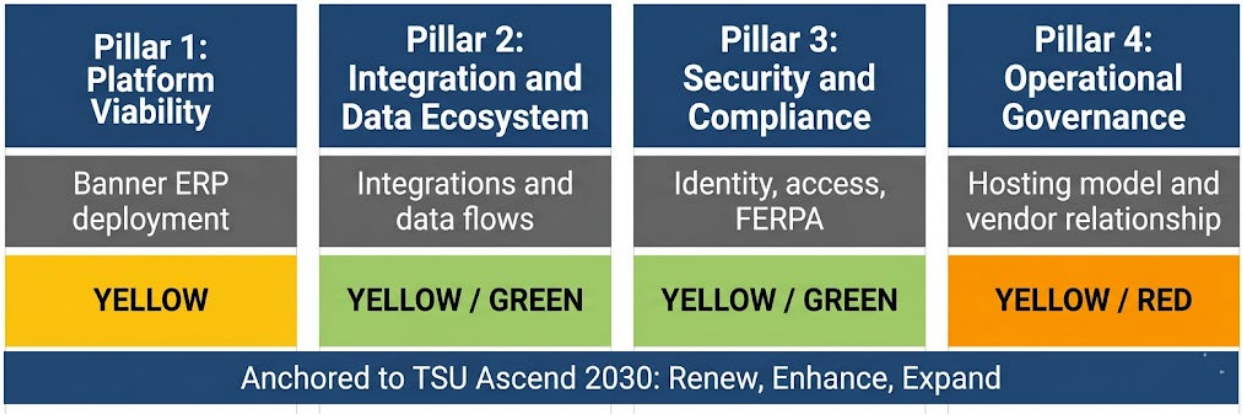


Figure 1: Four-Pillar Assessment Framework with Domain Ratings

Domain	Summary Observation	Rating
Banner ERP Deployment	Banner is functional and supports core operations across all modules but is encumbered by an undocumented customization layer inherited from the prior Ellucian Managed Services era. Ellucian cannot roll automatic updates into the customized codebase, so TSU runs a managed cloud Banner 9 rather than Ellucian's cloud-based Banner 9. Module satisfaction varies substantially by function (Financial Aid 4 to 4.5 of 5; Budgeting 2 of 5).	**Yellow**
IT Staffing & Governance	Day-to-day staffing is adequate for the work the team performs, with a documented separation-of-duties model for access provisioning. However, business-side ERP-functional capacity is limited outside OIT, which creates heavy OIT dependence. The change-management pattern of operational requests become projects with the Ellucian adds material drag, and the knowledge-transfer gap from the prior consultant transition persists. No standing ERP governance committee or IT steering committee was identified.	**Yellow**
Security & Compliance	Identity and access controls are mature: Azure SSO with default MFA, workflow-driven HR-integrated access provisioning (a meaningful improvement over the 2020 paper-based baseline), and approximately 150 Banner security groups with module-owner approval. No security breaches or audit findings on access controls have been reported. The principal gap is structural: under the Ellucian Managed Cloud arrangement, TSU has no independent Banner-side security event detection or forensic capability.	**Yellow / Green**

Domain	Summary Observation	Rating
Hosting Model & Vendor Relationship	The Ellucian Managed Cloud arrangement is operationally close to SaaS but with material differences in cost, control, and migration optionality. Several specific risks emerged. Oracle HOSAL is non-portable in scenarios where Oracle would continue to be needed after exit. Argos will be succeeded by Insights per Ellucian's product roadmap. The SaaS-customization migration mechanism warrants detailed mapping. The vendor 18-month migration estimate is unverified against TSU's heavier customization base.	Yellow / Red

Table 2: Four-Domain Summary Ratings

Cross-cutting findings worth surfacing at the executive level:

- **Customization timeline and origin:** The original Ellucian implementation team built extensive customizations and supported them. When the original implementation team transitioned out, OIT inherited the codebase in a quick transition with limited knowledge transfer. The consequence is that TSU runs a customized managed cloud Banner 9 instance rather than the fully cloud-current Banner 9 that receives Ellucian's automatic updates. Institutional memory of the customization layer is concentrated in long-tenured staff.
- **Argos succession:** Ellucian has confirmed in its written response that the transition from Argos to Insights is tied to the SaaS migration path rather than an independent product retirement; in the current managed cloud configuration, Argos continues to function. Argos is the operational basis of TSU's financial statement generation today. It has also historically substituted for several Banner-native processes documented in the 2020 AR System Analysis (Collections-tracking, fee-assessment error detection, third-party billing distribution, Financial Liability Statement compliance, refund review). Whether those substitutions persist in 2026 will require further verification. The migration path, timeline, and license footprint are subjects for working-level discussion with Ellucian.
- **Oracle HOSAL non-portability:** The Oracle Database licensing extended to TSU through Ellucian's hosting arrangement is structured as part of Ellucian's HOSAL and is not transferable to a TSU-direct Oracle relationship. If TSU were to exit Ellucian hosting in a scenario where Oracle continued to be needed (for example, self-hosting Banner), TSU would need to establish a direct Oracle license relationship at that time. In most realistic exit scenarios (SaaS migration to a non-Oracle stack), this constraint would not bind. Documenting it as a contractual fact is appropriate for any platform-direction discussion.
- **Persistent operational findings from 2020:** Ellucian conducted an AR System Analysis in 2020 that identified specific issues (AR-to-GL reconciliation failure, payment-feed errors, detail codes lacking chart-of-accounts mapping, manual refund process, paper-based security access). Some have been resolved (the access process is now workflow-driven and HR-integrated). Others appear to persist (AR reconciliation remains 'very manual' per Finance). The persistence pattern itself is a finding about operational follow-through.
- **Financial-statement-generation pipeline:** Banner is TSU's system of record for financial data. The Banner financial-statement generation module was not configured

during original implementation (Ellucian has subsequently confirmed that GASB financial statement capability is included within Banner Finance and does not require a separate license), so Argos serves as the report-writer that uses Banner trial-balance data to compile the financial statements (Statement of Net Position, Statement of Revenues and Expenses, AFR submissions). The data and balances come directly from Banner and are not altered; balances in the published financial statements tie to Banner exactly and are audited from the Banner source. The manual effort is in formatting: Argos was not configured to produce financial statements in the AFR-required presentation, so Controller-office staff format the statements manually each reporting cycle. This is an operational-burden finding, not a data-integrity or audit-exposure finding.

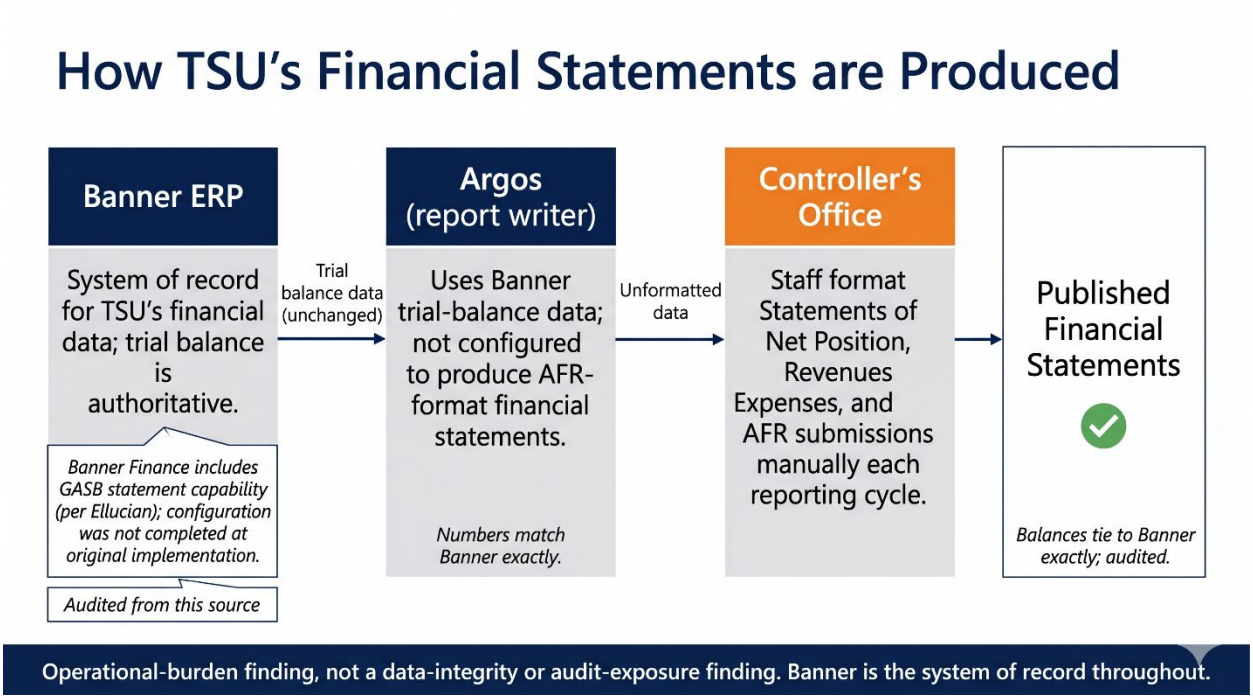


Figure 2: Financial-Statement Generation Pipeline

- **Strategic anchor:** the engagement is anchored to TSU's Ascend 2030 strategic plan, integrated from the detailed plan obtained in May 2026. Leadership explicitly endorsed strategic-plan alignment as a significant point of focus for the assessment.

1.4 Priority Recommendations

The following are the highest-priority actions identified across all assessment domains. The full prioritized action register appears in Section 6.

#	Recommendation	Domain
1	Resolve the customization inventory question with Ellucian. Specifically, what named TSU customizations exist (the 2020 AR System Analysis named TWPPAID and a custom TSAMASS-substitute as examples), how these would be handled or grandfathered during a move to SaaS, and which configurations and modifications from the prior managed-services era remain in place	Banner ERP / Hosting

#	Recommendation	Domain
	with documentation. The answers materially affect any subsequent migration evaluation.	
2	Confirm the Argos-to-Insights succession timeline and migration path. Argos sits at the center of TSU's financial reporting and several operational workflows. This change is on Ellucian's product roadmap and the assessment recommendations factor it in.	Hosting / Vendor
3	Address the financial-statement formatting burden. The condition is operational, not a data-integrity issue. Banner is the system of record, balances flow unchanged through Argos and tie to the audited Banner source, but the manual formatting effort is concentrated in the Controller's office each reporting cycle. Path forward: engage Ellucian consulting to validate and configure the Banner Finance GASB statement generation capability that is included in the product but was not set up during TSU's original implementation; complete training for Controller's office staff. Ellucian has confirmed this capability exists within Banner Finance and does not require a separate licensed module.	Banner ERP / Finance
4	Establish a standing ERP governance forum at the institutional level. No standing ERP governance committee or IT steering committee was identified during discovery. A small forum that brings together the Chief Administration Officer, Finance leadership, and OIT leadership, with a standing ERP agenda item, would close the governance gap surfaced in the leadership session.	Governance
5	Strengthen business-side ERP-functional capacity. Except a Registrar's Office and Financial Aid participants, business users uniformly described limited Banner functional capability outside OIT. A dedicated functional analyst or DBA-style role embedded in or aligned with key business units would reduce OIT dependence and improve Banner utilization. The HR model (dedicated consultant supplementing OIT support) was cited by other groups as the target.	IT Staffing

Table 3: Priority Recommendations

Section 2 Banner ERP Deployment Evaluation

This section evaluates TSU's Ellucian Banner ERP deployment across seven areas: platform currency, module deployment, environment landscape, customization posture, integration landscape, change management, and business continuity. The section draws primarily from the Enterprise Applications, Infrastructure, Business Users, and Finance discovery sessions, with vendor-side confirmation from the Ellucian session and historical context from the 2020 Ellucian-conducted AR System Analysis.

2.1 Platform Currency & Version Posture

TSU is currently running Banner 9, the current major version of the Ellucian Banner platform. Ellucian confirmed in the vendor session that TSU's environment is on the latest Q1 upgrades and that the managed-cloud arrangement is treated as an in-between service between on-prem and SaaS, with upgrades and patches released to managed-cloud customers on a different cadence than SaaS customers.

The operational reality at TSU is more constrained than the vendor characterization implies. Finance leadership reported that the heavy customization layer (see Section 2.4) prevents the current consulting team from rolling automatic Ellucian updates into the codebase. As a result, TSU operates a customized managed cloud Banner 9 instance rather than the cloud-based Banner 9 that receives automatic updates. The practical consequence of this is that GASB (Governmental Accounting Standards Board) pronouncement updates, regulatory tax-table changes, and similar standard updates are applied manually by Finance each reporting cycle. Stakeholders explicitly raised this as a financial statement accuracy and audit exposure concern.

Ellucian's defect-resolution practice is that most require a full software release because fixes must be evaluated against broader system integration impacts. Some urgent items can be addressed off-cycle but does require accepting all of the fixes included in the updates. The release-driven pattern adds latency for routine fixes that could otherwise be patched independently, but the rationale of evaluating system-wide impact is consistent with managed-cloud delivery norms.

> **Vendor-bias methodology note:** Some statements about platform currency in this section come from the vendor, others come from TSU, and others are reconciled from both. The methodology section in Appendix D explains how vendor-stated framing is distinguished from TSU-side observation in this report.

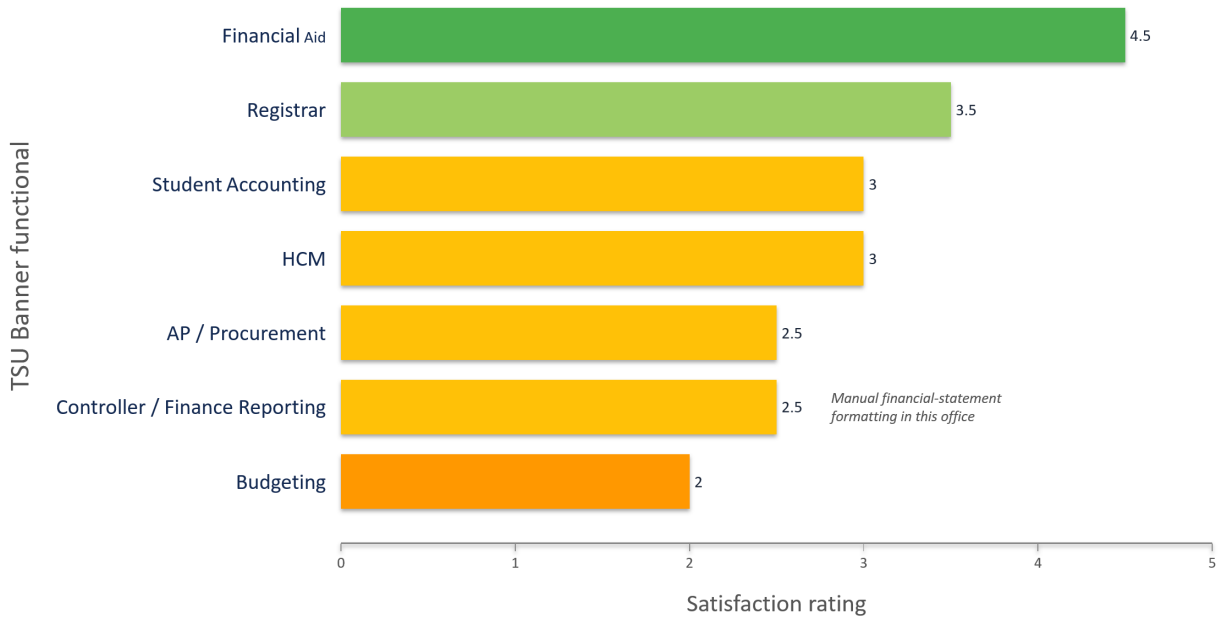
2.2 Module Deployment & Functional Coverage

TSU has deployed the full Ellucian Banner product suite. All core modules are live in production:

- Banner Student covers admissions, registration, records, and curriculum.
- Banner Finance covers general ledger, AR, AP, procurement, and budgeting.
- Banner Human Resources covers HR, payroll, and benefits.
- Banner Financial Aid covers aid packaging, federal interfaces, and compliance reporting.

Several add-on modules also operate alongside the core suite, including Banner Communication Management, Banner Workflow, and Banner Document Management.

For procurement, TSU uses Jaggaer as the replacement for the Banner Procurement module, but some residual Banner Procurement usage remains.



Variance points to where capability-building investment should be targeted.

Strong Financial Aid integration is a baseline to preserve in any future-state direction.

Figure 3: Banner Module Satisfaction by Functional Area

Module satisfaction by function (business user ratings, 1 to 5 scale)

Function	Rating	Context
Financial Aid	4 / 4.5	Rating contingent on user-built supporting processes (UC4 automation, rules configuration, algorithmic builds). The functionality is present in Banner but requires significant user investment to realize. Without that user-side build-out, the rating would be lower. Key-person dependency risk.
Registrar's Office	3.5	Strongest functional capability outside IT, anchored on one long-tenured participant. Other Registrar staff are more dependent on OIT.
Accounts Receivable	3.2	Manual refund and reconciliation processes are the principal sources of friction. Aligns with 2020 AR System Analysis findings that appear to persist.
Admissions	2.5	Slate-to-Banner integration is one-directional; updates in Banner do not return to Slate, limiting cross-system consistency.

Function	Rating	Context
Finance (Controller)	2.5	Manual formatting of financial statements creates concentrated operational burden in the Controller's office. Manual GASB application is also raised by Finance leadership as an ongoing concern. Recurring journal entry automation is supported in Banner Finance via the FGAAUTO form (per Ellucian vendor response); the current manual reversal practice reflects a training or configuration gap rather than a product limitation.
Budgeting	2	Banner supports the core budgeting process but is inefficient. State legislative appropriations reporting is fully manual.

Table 4: Banner Module Satisfaction by Function

Manual workarounds and tasks handled outside Banner are pervasive. Several examples were captured in formal discovery:

- Slate is used for student communications.
- GASB pronouncements are applied manually each financial reporting cycle.
- Recurring journal entries are reversed manually today although Banner Finance includes automated reversal capability via FGAAUTO (per Ellucian vendor response); this reflects a training or configuration gap rather than a product limitation.
- Prorated housing-charge adjustments are made manually because the StarRez integration does not feed proration.
- Custom-built spreadsheet upload processes substitute for native Banner forms (TSAMASS was named in 2020).
- State legislative and budget reporting is fully manual.

Several of these workarounds are documented in the 2020 Ellucian-conducted AR System Analysis and appear to persist six years later.

2.3 Environment Landscape

TSU's Banner deployment runs across five environments, confirmed by Ellucian's May 2026 Infrastructure Inventory response: Production, Pre-Production, Test, Training, and Audit/Backup. The FY26 Cloud Services Renewal contract specifies the entitled production and non-production instances; the Training and Audit/Backup environments are part of the broader managed-cloud service configuration. Each environment supports a specific operational purpose, with Production serving live operations, Pre-Production used for integration validation before changes reach Production, and Test used for configuration and customization validation.

The absence of a Development environment is intentional and appropriate given the COTS nature of the platform. TSU does not modify Banner's core product code, so a traditional development environment is not applicable. Test serves as the configuration-and-customization validation environment, and Pre-Production serves as the integration-validation environment before each Production change.

From an SDLC perspective, TSU operates three active environments:

- TEST

- PPRD
- PROD

TRNG exists as a separate training-only environment and is not part of the SDLC flow.

2.4 Customization Posture

This section reconciles a multi-source contradiction that emerged across the Enterprise Applications session, the Business Users session, and Business Users discovery . The reconciliation is a consequential finding in the assessment.

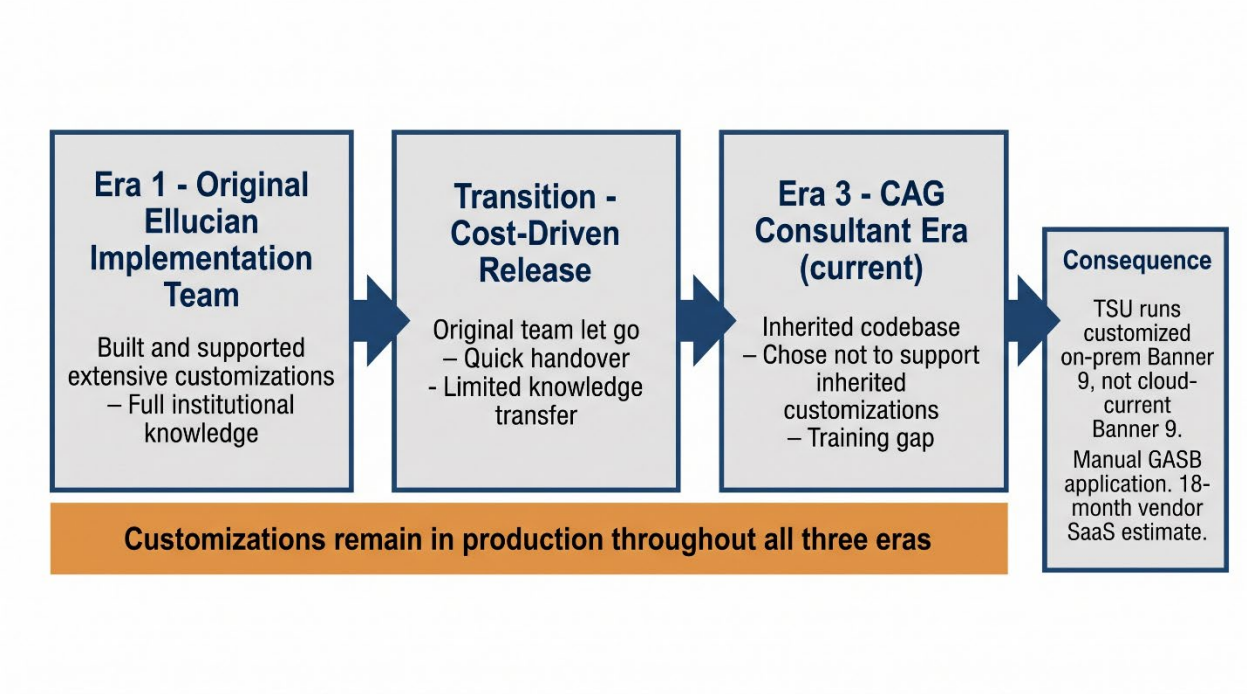


Figure 4: Banner Customization Timeline Across Three Eras

The original Ellucian implementation team at TSU built extensive customizations and supported them. When the original implementation team transitioned out, the inheriting consulting team (CAG) received the codebase in a quick transition with limited knowledge transfer of the customization layer. The replacement team's scope of support emphasizes the baseline Banner product, since their training and engagement parameters focused on baseline support rather than the inherited customization layer.

Newer OIT staff who interact only with what is actively maintained may say there is no customization, while long-tenured Finance staff confirm extensive customization remains. TSU clarified that the drop processes are TSU custom processes and not Banner-delivered functionality.

Both perspectives can be accurate at the same time because the inherited customizations continue to run in production even when the current consulting team is not actively supporting them.

The downstream consequence is direct: TSU’s customized managed cloud Banner 9, not the cloud-based Banner 9 that receives Ellucian's automatic updates. The replacement consulting team cannot roll updates into the customized codebase. Ellucian's own SaaS migration estimate for TSU is 18 months, driven primarily by customization volume. This estimate sits alongside a

separate user-side estimate from Business Users discovery that vendor-stated implementation timelines (Oracle quoted approximately 6 months for other schools) could realistically take 2.5 years at TSU because of staff learning-curve considerations, the distributed nature of business-process ownership, and the pace of organizational change.

> **Customization scope note:** A detailed customization inventory is out of scope for this engagement. This section addresses customization posture and risk at the COTS assessment level. The 2020 Ellucian-conducted AR System Analysis already documents specific named customizations that should be the starting point for any inventory effort, with explicit confirmation from Ellucian on what has been preserved, modified, or grandfathered through the various transitions.

2.5 Integration Landscape

TSU's Banner integration landscape uses multiple mechanisms, each serving a distinct function and carrying a different risk profile. The integration picture is largely stable. Integration failures are relatively rare, and when they occur the root cause is typically data quality (heavy reliance on manual data entry) rather than integration-mechanism failure.

Integration mechanisms in active use

Mechanism	Pattern	Notes
Touchnet (payment plans, cashiering, online payments)	Direct connector via Ellucian partnership	Prebuilt connector to Banner. Touchnet is an approved Ellucian partner with no local Touchnet gateway at TSU. Deep operational footprint across payment plans, cashiering, and online payments.
Transact (POS / cloud financial system)	Batch FTP file feeds	Not directly integrated with Banner at the network layer. Data feeds support POS reconciliation.
Slate (admissions CRM)	Apply Texas → Axiom → Slate → Banner; Banner → Slate	Bi-directional. Banner-to-Slate return integration is limited to admission decisions and assignment of checklist items.
StarRez (housing and meal plans)	Nightly feed to Banner	Housing charges fed nightly; prorated withdrawal charges cannot feed and must be manually adjusted by Student Accounts.
Argos (reporting and analytics)	Direct database connection internal to Ellucian cloud	Argos is co-hosted in the Ellucian cloud and connects locally to the Banner Oracle database via Oracle TNS. Not via IPSec tunnel. See Section 4.4 for the network-perimeter implication.

Mechanism	Pattern	Notes
DegreeWorks (degree audit)	Native Ellucian integration	Well integrated; positive feedback from business users.
Canvas (LMS)	Ethos pre-built integration	Working reliably.
Ad Astra (scheduling)	Banner integration with documented gaps	Some functional gaps reported.
Financial Aid federal interfaces (EdConnect, COD, NSLDS)	Automated via Banner and UC4 scheduling; NSLDS via NSC	Working reliably. Federal-aid integration is the strongest part of the integration landscape.
Student Forms (FA verification)	External integrated solution	Integrates with Banner for student verification workflows. Requires offline processing for some teams.
PeopleAdmin (HR onboarding)	Parallel HR system	HR technology is partially distributed across Banner HR and PeopleAdmin. Integration pattern not detailed in discovery.
SnapLogic (integration middleware)	Owned and operated by TSU	Used for complex or non-standard integrations not covered by Ethos.
UC4 / Automic (batch scheduler)	Banner batch scheduling	Managed as part of hosted environment.
Ethos (Ellucian integration hub)	Pre-built and custom integration framework	Strong for Ellucian-partner integrations; less capable for non-standard integrations.

Table 5: Integration Mechanisms Inventory

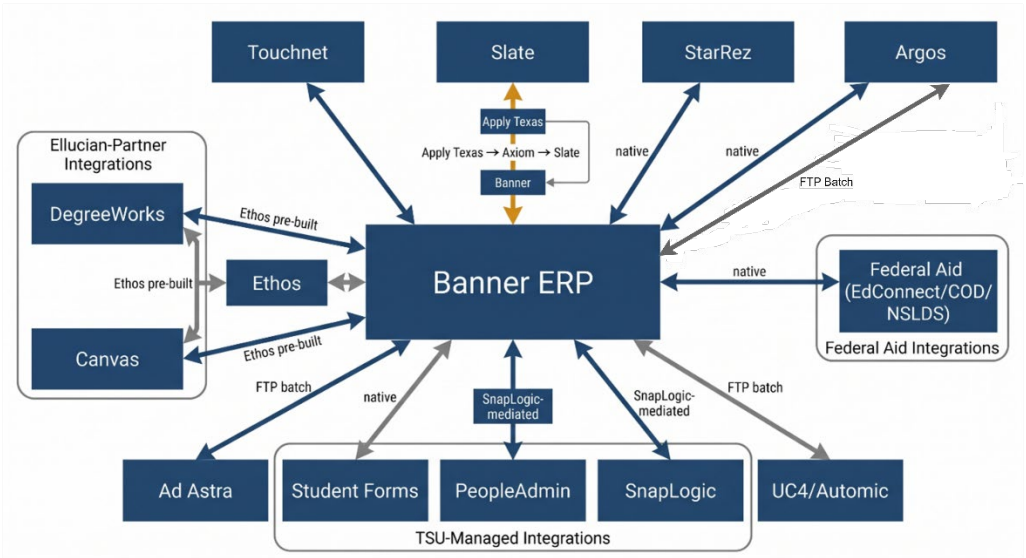


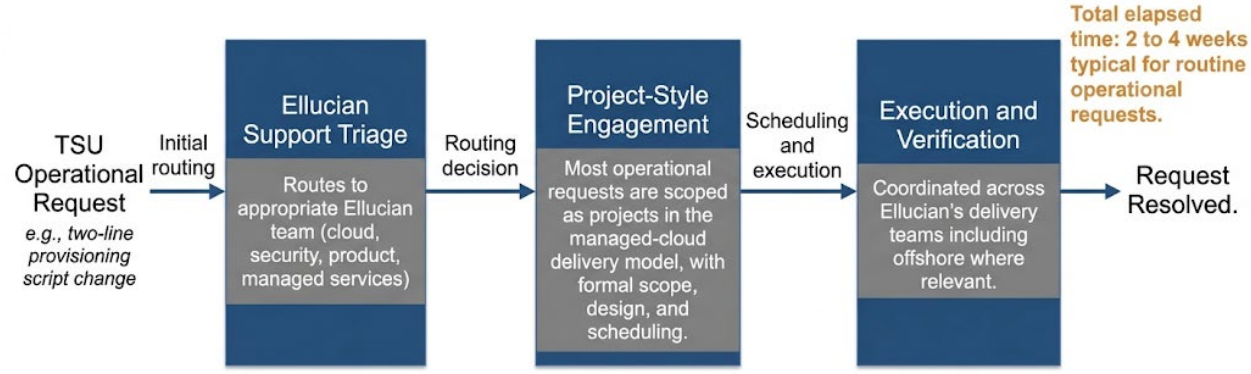
Figure 5: Banner Integration Mechanisms Landscape

Third-party direct database connections from outside the Ellucian cloud are restricted by Ellucian on security grounds. External systems that require Banner data must route through SnapLogic or via scheduled extract over FTP. This restriction eliminates one category of migration risk (uncontrolled third-party DB connections) while creating a dependency on SnapLogic and FTP-based processes for any integration not covered by Ethos pre-built connectors.

2.6 Change Management & Documentation

TSU's Office of Information Technology operates a formal change-management process aligned to ITIL best practices for the things OIT controls. Ellucian manages all changes to the Banner infrastructure, OS, database, and application layers under their own project management and change-control processes. Two distinct change-governance tracks therefore operate in parallel: TSU's internal ITIL process and Ellucian's project-based process.

A consistently cited operational concern across discovery sessions is the pattern of Ellucian treating virtually all customer requests as formal projects, regardless of scope. Specific examples surfaced in discovery. A fully scripted DB user-grant request took two to four weeks because it was triaged as a project. A two-line provisioning change followed the same path. Across discovery, over 90 percent of customer engagements with Ellucian were described as project-style engagements. This is a structural feature of how Ellucian's managed-cloud delivery model is organized; managed-cloud customers in general experience similar patterns. The implication for TSU is that lead time for routine operational changes is longer than it would be under a self-managed or co-managed arrangement.



Contractual SLA targets are **response times after triage and routing**, not **complete resolution**. The project-style delivery pattern is a structural feature of the managed-cloud service model that applies broadly to Ellucian's managed-cloud customers.

Figure 6: Vendor Request Flow Pattern in Managed-Cloud Delivery

Documentation: TSU's Banner documentation posture reflects the consultant transition pattern. When Ellucian transitioned out of the full IT managed services arrangement approximately three to four years ago, the inheriting consulting team (CAG) received the codebase quickly and with limited training on the existing customization layer. The result is that institutional knowledge of customizations is concentrated in long-tenured staff, including specific personnel in Student

Accounting named in Business Users discovery as carrying detailed memory of the customizations, while the current consulting team operates primarily on the baseline product. The remediation path is structured knowledge transfer with long-tenured staff plus structured CAG onboarding on the inherited layer, rather than a multi-year documentation rebuild from scratch. The 2020 AR System Analysis is one valuable artifact in this picture; it documents specific named customizations and serves as a starting reference. ServiceNow knowledge-base articles capture some operational procedures but have not been comprehensively maintained as authoritative documentation.

Across business sessions, a process-design pattern emerged that affects how new functionality requests are evaluated. The current intake model asks business users to document business-process requirements before Banner-side feasibility is evaluated, which is reasonable for well-understood features. The friction arises in a specific case: when business users want to explore functionality, they have not yet seen, they cannot easily define requirements upfront, and the request can stall before evaluation. Some requests that might reduce manual work do not progress through this path. This is an intake-model observation, addressable through process refinement rather than a change in either OIT's or the business areas' practices.

2.7 Business Continuity & Disaster Recovery

Backup, restore, and DR for Banner are Ellucian's responsibility under the managed cloud arrangement. TSU does not perform or maintain any Banner-side backups independently of Ellucian and does not maintain its own DR plan for Banner. Specific operational parameters (backup frequency, retention period, offsite copy strategy, RTO and RPO commitments) are not documented to TSU.

This is a structural consequence of the managed-cloud arrangement, not a TSU capability gap. Under the contracted service model, infrastructure-side DR is part of what Ellucian provides; TSU is contractually a consumer of the result rather than a participant in the process. The corollary is that TSU has no independent way to verify backup performance, restore-test outcomes, or DR readiness without Ellucian disclosure. This is the same visibility-boundary issue that appears throughout Sections 4 and 5.

The FY26 Cloud Services Renewal contract specifies a 99.5% production availability SLA with tiered service credits but does not articulate RTO or RPO commitments in the documents reviewed. TSU does not maintain internally documented RTO or RPO targets for Banner. No major Banner outages subject to disaster recovery have occurred in the past 2 to 3 years to TSU's knowledge. Minor outages occur with Ellucian notifying customers. From TSU's vantage point as the end consumer, all outage handling is on Ellucian's side.

Backup posture per Ellucian:

- Daily full system imaging.
- Daily database backups with log backups throughout the day.
- Backups are stored encrypted with AWS Backup Vault Lock using AES-256.
- Restore response time is governed by SLA.

Explicit RTO and RPO commitments are governed by contract terms between TSU and Ellucian.

Ellucian (Managed Cloud)	TSU (Customer)
Banner application backup (daily full system imaging)	Banner business-continuity planning at the institutional level

Ellucian (Managed Cloud)	TSU (Customer)
Banner database backup (daily, with log backups throughout the day)	TSU-side application contingency procedures during Banner outages
Backup storage and encryption (AWS Backup Vault Lock, AES-256)	Coordination with Ellucian during incident response
Disaster recovery infrastructure	Validation that Ellucian's restore meets TSU operational needs
Restore execution per SLA	Communication to TSU users during incidents
AWS hosting failover and availability zones	

Table 6: Business Continuity and Disaster Recovery Responsibility Map

2.8 Key Findings

Strengths

- Full Banner suite deployed and operational across Student, Finance, HR, and Financial Aid.
- Strong Financial Aid module utilization (rated 4 to 4.5 of 5), with mature integration to federal interfaces (EdConnect, COD, NSLDS).
- Touchnet, DegreeWorks, Canvas, and other Ellucian-partner integrations work reliably via native or Ethos connectors.
- No major Banner outages requiring disaster recovery reported in the past two to three years.
- Formal ITIL-aligned change management process operates within TSU's scope of control.

Gaps and Risks

- Heavy customization layer inherited from the prior consulting team. Ellucian cannot roll automatic updates through the managed cloud hosting service Banner 9 and can only do roll automatic updates through the cloud-current version.
- Banner financial-statement generation capability is included within Banner Finance (per Ellucian vendor response) but was not configured during TSU's original implementation; Argos serves as the report-writer using Banner trial-balance data. Argos is not configured to produce AFR-format financial statements, so Controller-office staff format the statements manually each reporting cycle. Numbers come from Banner unchanged.
- Manual application of GASB pronouncements has been raised by Finance leadership as an ongoing concern; TSU has not received adverse opinions or audit findings on internal controls.
- Operational requests becoming Ellucian-owned projects adds 2 to 4 weeks to routine work.
- Ellucian has indicated that Argos will be succeeded by Insights as part of the product roadmap, with Insights as the replacement product. The migration path and timeline will be developed jointly with Ellucian when TSU's planning sequence reaches that work.
- Module satisfaction varies widely across functions (Budgeting rated 2 of 5; Finance Controller 2.5 of 5).

Implications

- The customization layer is the single largest constraint on TSU's modernization options and the primary driver of the vendor-quoted 18-month SaaS migration estimate.

- Manual formatting of financial statements is an operational-burden finding concentrated in the Controller's office, not a data-integrity finding. Banner balances flow unchanged into the published statements.
- The Argos-to-Insights succession crosses Banner, financial reporting, and operational workflows; per Ellucian's written response it is tied to the SaaS migration path, so near-term planning input is needed as TSU shapes its platform-direction discussion.
- Module-by-module rating variance points to where capability-building investment should be targeted.
- Strong Financial Aid integration set is a baseline strength to preserve through any future-state direction.

Section 3 IT Staffing & Operational Governance

This section covers TSU's IT organizational structure, Banner-specific staffing coverage, vendor relationship management, incident and change management maturity, user training and adoption, and documentation quality. Findings draw from Enterprise Applications, Infrastructure, Business Users, Finance, and Leadership discovery sessions.

3.1 IT Organizational Structure & Governance

Banner executive sponsorship resides with the Chief Administration Officer, who confirmed his role as the designated executive owner during the leadership discovery session. Broader oversight flows through the President and senior administrators acting as the President's Cabinet. No standing ERP governance committee or IT steering committee was identified during discovery.

The institutional Ellucian relationship is managed through two channels. The Chief Information Digital Officer (CIDO) and Head of Technology is the named Cloud Software Provisioning contact on both the managed-cloud and Oracle HOSAL contracts. The managed-cloud contract was executed by the Chief of Staff on TSU's behalf, not by IT leadership directly. The authority to commit and execute the contract sits outside the IT function at the signatory level. This is a governance observation worth surfacing for the institutional record.

Governance through the existing executive structure has worked operationally, but the absence of a dedicated forum with a standing ERP agenda is a finding. A small standing forum that brings together the Chief Administration Officer, Finance leadership (Controller), and OIT leadership would close this gap. This is reflected as a Section 6 recommendation.

3.2 Banner-Specific Staffing Coverage

A consistent finding across business user groups was the absence of Banner-knowledgeable functional staff within departments. With exceptions in the Registrar's Office and Financial Aid Office, most departments have no staff member who can work on soft configurations in Banner without OIT assistance. Testing, form updates, configuration changes, and any task involving code or API access all require OIT involvement.

TSU previously had dedicated functional analysts or DBA-level roles with both technical and domain knowledge embedded in or aligned with business units. Those roles no longer exist in that form. HR is the only unit that currently has a consultant supplementing OIT support, handling Banner HR configuration and submitting Ellucian Action Line tickets directly. This model was cited by participants in other groups as what their departments need. Financial Aid's high rating (4.5 of 5) is the product of one user's investment in building out UC4 automation and rules configuration; without that user-side build, the rating would be substantially lower.

Infrastructure-side staffing: both the networking team and the Enterprise Applications team confirmed that current staffing is sufficient for the Banner-related interaction work they perform. No overwhelming need was identified. Zero TSU FTE are dedicated specifically to Banner infrastructure support because TSU does not own or operate any of the Banner-hosting infrastructure. The Banner-adjacent work that does require TSU networking effort (IPSec tunnel management, firewall configuration, coordinating with Ellucian on operational requests) is handled as part of standard IT networking operations.

3.3 Vendor Relationship Management

The Ellucian vendor relationship is operationally engaged but structurally limited. TSU's Director of Enterprise Applications is the primary day-to-day interface with Ellucian, with weekly cadence calls covering open tickets and upgrade scheduling.

TSU's contract is under Ellucian's standard support tier. The contractual uptime SLA is 99.5 percent for production with tiered service credits. Support response targets (not resolution targets) are documented as follows:

- Priority 1 Critical (production down): 1 hour or less.
- Priority 2 High: 4 hours or less.
- Priority 3 Medium: 1 business day.
- Priority 4 Low: 2 business days.

The vendor relationship carries meaningful operational friction. The project-style delivery pattern for operational requests adds 2 to 4 weeks to routine work. The Director of Enterprise Applications described sending Ellucian a fully scripted two-line provisioning request that still took three to four weeks to execute. Multiple open cases and projects are active at any given time. Ellucian's managed-cloud delivery team is primarily staffed offshore, contributing to time-zone-related delays. Escalation paths exist for critical issues, but even escalated items resolve slowly.

Two structural findings deserve to be documented at the relationship level:

- **The dynamic resource-scaling pattern.** Capacity-rebalancing events have occurred during the assessment period; TSU observed each through routine monitoring and Argos metrics, and capacity was adjusted in response after raising the observation with Ellucian.
- **The visibility limit.** Infrastructure log data for the Banner-hosting environment is internal to Ellucian's managed-cloud operations and is not surfaced to customers as part of the service model.

3.4 Incident & Change Management Maturity

TSU operates incident and change management under an ITIL framework using ServiceNow for ITSM (incident, change, problem, project, request). Banner-related incidents reported by users are tracked in TSU's internal ServiceNow queue. When Ellucian involvement is required, a separate Ellucian-portal ticket is opened; tracking continues in parallel and independently on both portals.

For security incidents specifically, the same two-portal pattern applies. For incidents that originate on the Ellucian side (where the only signal would be an Ellucian-side detection or disclosure), TSU has no automatic visibility. Awareness depends on Ellucian choosing to communicate the event. This is consistent across both routine and security-domain incident handling.

A ServiceNow Asset Management module rollout was kicked off in early May 2026; this initiative is strictly for TSU-owned asset management and explicitly does not extend to the Banner and Ellucian ecosystem. The scope boundary is appropriate, but worth noting for the institutional record.

3.5 User Training & Adoption

Formal ERP training at TSU is limited and inconsistent. Most users rely on self-service resources (the Ellucian documentation website), ad hoc OIT assistance, or external conference attendance (the Ellucian annual user conference). OIT provides support on request but functions as a support escalation point rather than a training resource.

Conference attendance is concentrated in a small number of individuals (notably the Registrar Office participant and members of the HR team). Knowledge from conference attendance accumulates in individuals rather than distributing across departments. HR receives additional internal training from its dedicated consultant; participants noted this training does not always fully meet departmental needs and remains inconsistent in depth and frequency.

The training gap has direct consequences for Banner utilization. Users across departments confirmed they are aware that Banner functionality exists which their teams do not use, either because they do not know how to use it, or because the path to implementing it through OIT is too burdensome. Workflow capabilities and Self-Service Banner 9 (SSB9) were frequently cited examples. The barrier is not Banner's capability, but is the combination of limited user knowledge and organizational friction in getting features configured or enabled.

3.6 Documentation Quality & Stewardship

TSU's Banner documentation reflects the consultant transition pattern noted in Section 2.6. When Ellucian transitioned out of the full IT managed services arrangement, the inheriting team received the codebase but limited supporting documentation. OIT has since rebuilt documentation through operational experience and from primary references such as the 2020 AR System Analysis. The current state of documentation is partially reconstructed rather than purpose-built.

A separate documentation pattern emerged from the 2020 Ellucian-conducted AR System Analysis. TSU has substituted Argos-driven reports for several Banner-native processes documented in the 2020 AR System Analysis; details appear in Section 1.3.

3.7 Key Findings

Strengths

- Banner access provisioning operates through a manager-initiated workflow routed to module owners and data owners with automated HR-integrated deprovisioning. This is a meaningful operational improvement over the 2020 paper-based baseline.
- Infrastructure and networking staffing is reported as sufficient for current Banner-related interaction work and no overwhelming need was identified.
- Formal ITIL-aligned ServiceNow operation for incident, change, problem, and request management within TSU's scope.
- ServiceNow Asset Management module rollout is under way for TSU-owned assets.

Gaps and Risks

- Limited Banner functional capacity outside OIT in most business departments with heavy OIT dependence for testing, configuration, and operational changes.
- Ellucian-owned work becomes ‘projects’ that adds 2 to 4 weeks to routine work; offshore delivery contributes to time-zone delays.
- No standing ERP governance committee or IT steering committee identified.

- Specialization difference between the original implementation team and the current consulting team persists.
  - Institutional knowledge is concentrated in long-tenured staff.
  - The current consulting team focuses on the baseline product and operates with less depth on inherited customizations than the original implementation team had.
- User training is informal, conference-based, and concentrated with individuals
- Broad functional confidence is not built across departments.
- Performance capacity rebalancing events on the Ellucian side have occurred
  - TSU observed each through routine monitoring and Argos metrics, raised the observation with Ellucian, and capacity was adjusted in response. Detailed infrastructure performance sits within Ellucian's managed-cloud service boundary.

Implications

- The ERP-functional capacity gap is the single largest staffing-side investment opportunity surfaced by the assessment.
- The vendor-relationship friction pattern is structural; specific remediation options (escalation paths, expedited-patch mechanisms for security-critical issues, dedicated escalation contacts) should be pursued in vendor discussions.
- Standing ERP governance is a low-effort, high-signal organizational change worth recommending in Section 6.
- Knowledge transfer with long-tenured staff is the right remediation pattern (not multi-year documentation rebuild); the 2020 AR System Analysis is one component of the institutional historical record worth preserving alongside this work.
- The clean access-provisioning improvement (paper to workflow) is a model for other operational improvements worth crediting and learning from.

3.8 Prioritized Recommendations: IT Staffing

Priority	Recommendation	Effort	Timeline
1	Establish embedded or aligned ERP-functional roles in priority business units. The HR-consultant model (dedicated consultant supplementing OIT support, handling configuration, submitting Action Line tickets) was cited by other groups as the target. Consider Finance, Registrar's Office, and Admissions as initial priorities.	Medium	FY2027
2	Formalize a standing ERP governance forum (Chief Administration Officer, Controller, OIT leadership, etc.) with a standing agenda. No new committee structure required but a recurring meeting with a clear charter.	Low	Q4 FY2026
3	Develop an internal ERP training program covering the highest-value functionality identified by users (workflow capabilities, Self-Service Banner 9). Move beyond conference dependence and self-directed learning.	Medium	FY2027

Priority	Recommendation	Effort	Timeline
4	Document the existing Banner configuration and customization layer as a multi-year operational investment rather than a one-time project. Use the 2020 AR System Analysis as a baseline reference for AR-side customizations.	High	FY2027 to FY2028

Table 7: Priority Recommendations with Effort and Timeline

Section 4 Security, Access & Compliance

This section assesses the security posture of TSU's Banner environment across identity and access management, data security and FERPA compliance, vulnerability management, and network security. The principal source is the Security and Compliance discovery session, with cross-references to Infrastructure and Business Users discovery findings.

4.1 Identity & Access Management

Banner access is provisioned through a manager-initiated request and approval workflow. The manager initiates the access request for a new employee. The request then routes through module owners and data owners, who approve or decline based on the requested access scope. Approved requests route to OIT for technical execution. This separation of duties (business-side approval, OIT-side execution) is documented and is a meaningful uplift from the 2020 paper-based baseline described in the Ellucian-conducted AR System Analysis.

Deprovisioning is automated based on HR separation data. When an employee changes job or department, security is automatically reset to a self-service level and the manager must submit new access paperwork for the new role. This is a meaningful operational improvement over the historical baseline: a 2020 Ellucian-conducted AR System Analysis described the AR access process as paper-based at that time. The current workflow-driven, HR-integrated process represents a material capability uplift in user-access governance.

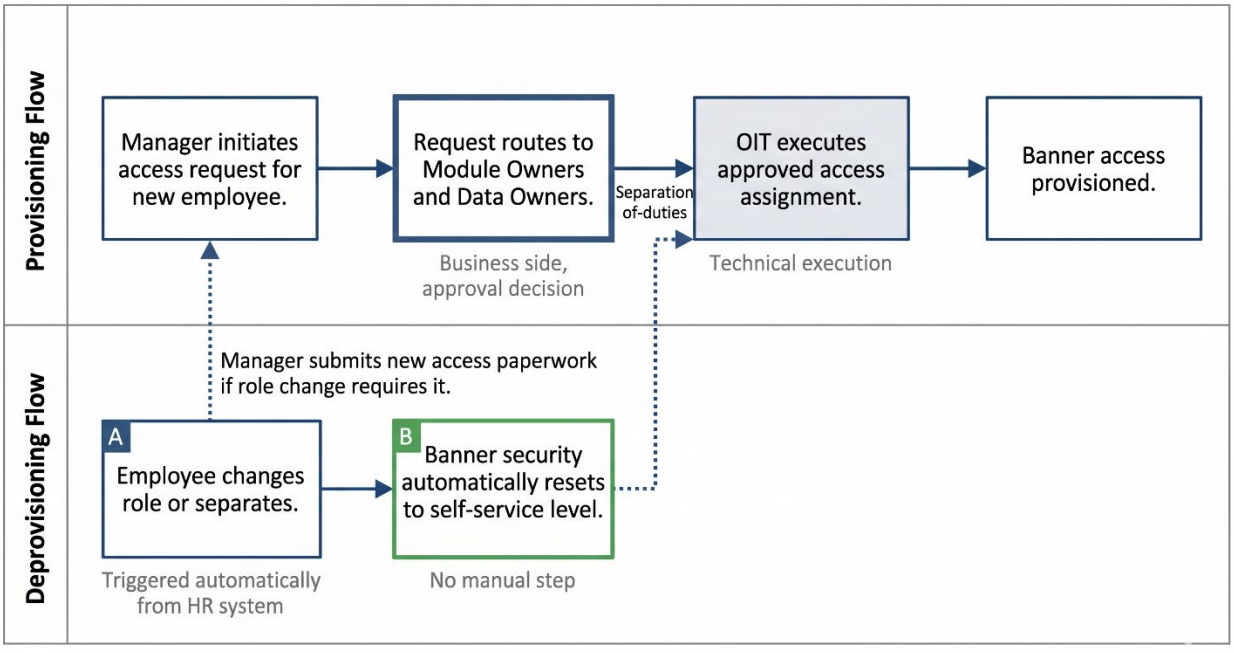


Figure 7: Banner Access Provisioning and Deprovisioning Flow

Authentication uses Azure SSO at TSU, which connects via an Ellucian intermediary identity provider before authorizing access to Banner. The intermediary IDP is Ellucian-managed and operates as a pass-through; the specific configuration is set on the Ellucian side and is not visible to TSU. Multi-Factor Authentication is enforced through TSU's Azure SSO and applies by default to Banner and other Azure-SSO-integrated applications.

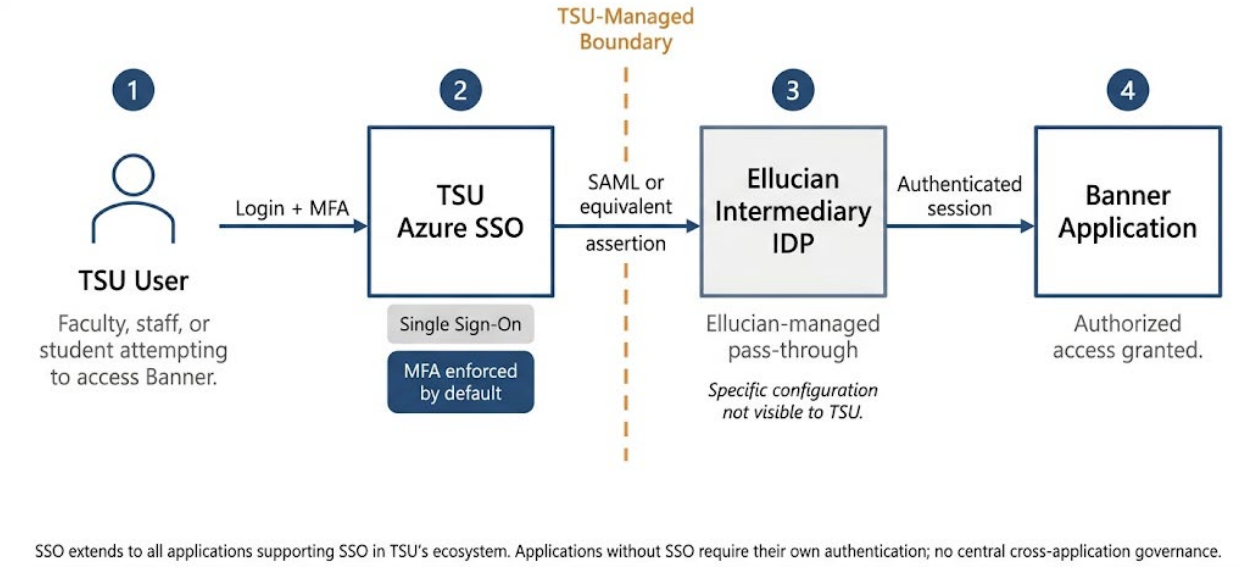


Figure 8: Banner Authentication and SSO Flow

TSU has approximately 150 Banner security groups spanning HR, Finance, Student, and other ERP domains. Module owners on the business side are responsible for their respective groups and have final approval on group membership. When Ellucian delivers a new Banner page, the module owner approves which security group(s) it should be assigned to. The 2020 AR System Analysis documented a quarterly review of users and security classes as part of TSU's practice.

Privileged and administrative Banner accounts follow the same request, approval, and review workflow as standard accounts, with an added layer of scrutiny for elevated access.

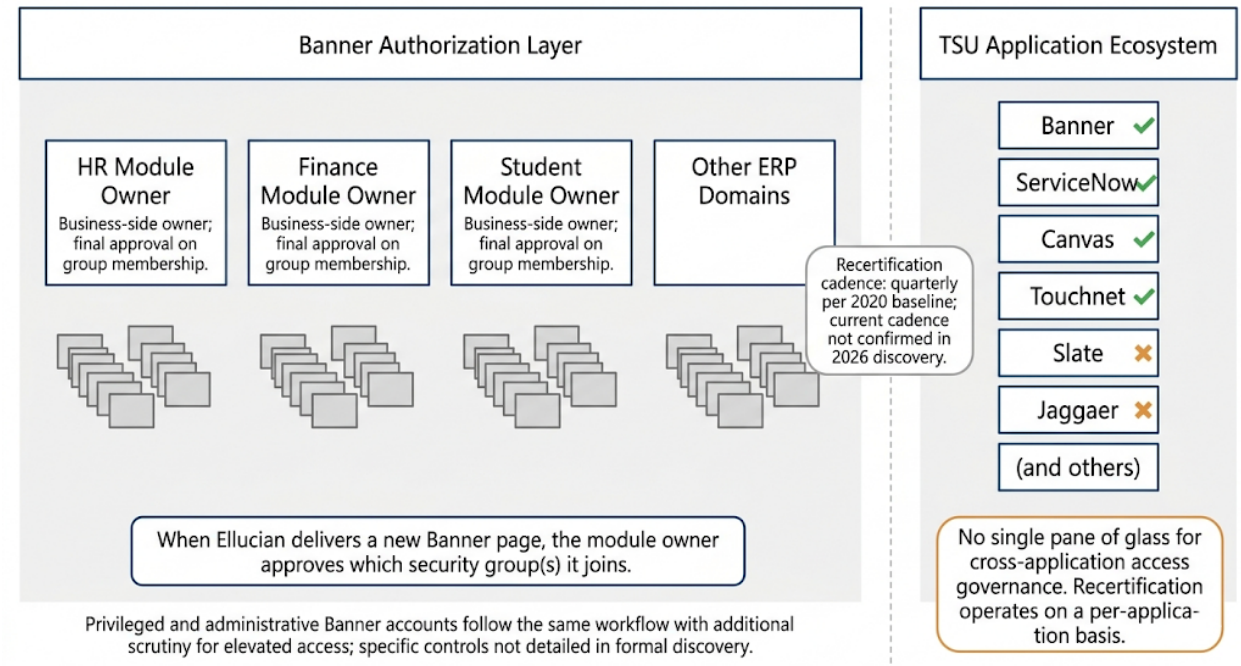


Figure 9: Banner Authorization and Cross-Application Governance

Access governance across TSU's application ecosystem has the following posture:

- SSO extends to all applications in TSU's ecosystem that support SSO.
- Applications that do not support SSO require their own authentication mechanisms.
- There is no single pane of glass for cross-application access governance.
- Access recertification operates on a per-application basis rather than as a unified institutional review.

4.2 Data Security & FERPA Compliance

Banner stores and processes multiple categories of sensitive data. These include student personally identifiable information (PII), financial data (AR balances, transaction history, refund records), HR and payroll data (compensation, benefits, personnel records), and academic records subject to FERPA. The data classification discussion in discovery focused on the controls applied to this data rather than on a formal classification taxonomy. TSU does not maintain a documented data classification scheme distinct from regulatory definitions (FERPA-protected and PII).

Data classification at the table or attribute level was not detailed in formal discovery. A formal data-classification inventory mapping protected data to specific Banner modules and supporting integrated systems would strengthen TSU's data-protection posture and is recommended in Section 6 (Action 5 in the consolidated register).

No specific data residency or data sovereignty requirements restricting Banner hosting were identified at the TSU level. Where Ellucian physically hosts Banner data and what jurisdictions apply are details that sit with Ellucian; the vendor confirmed in session that hosting is not on Oracle Cloud (Oracle is an Ellucian competitor) and that the Oracle relationship is for HOSAL licensing only, not hosting.

Audit logging within Banner (who accessed what data, when, from where) is part of the Banner platform and is administered through Ellucian's managed environment. Per Ellucian's response, Ellucian operates central audit logging at its end, monitoring access to production and non-production environments, failed login attempts, administrator account access, vulnerability scan information, and virtual machine changes. The structural condition is that Ellucian's customer disclosure model does not surface this log content to TSU; TSU sees what Ellucian surfaces through application-level reports and self-service. Independent infrastructure-level log review is not available to TSU.

Encryption posture per Ellucian: Data in transit is encrypted over public networks via TLS 1.2, SFTP, and IPSec. Data at rest is encrypted using AWS Key Management Service (KMS) with a master-key plus data-key hierarchy. S3 objects are automatically encrypted at rest. Customer-managed-key options and Banner-level audit-log policy were not detailed in the response and remain follow-up items.

4.3 Vulnerability Management & Security Program

Vulnerability management for the Banner environment is entirely Ellucian's responsibility under the managed-cloud arrangement. TSU has no independent vulnerability scanning, patching authority, or remediation visibility on the Banner-hosting infrastructure. The structural division is clear: Ellucian owns infrastructure-level vulnerability management; TSU owns the application-configuration layer (Banner page assignment, security group membership, business-rule definition) and the endpoint and network layer up to the IPSec tunnel.

No known security breaches or audit findings related to Banner data have been reported in the past three years. This positive signal is reinforced by Finance leadership's statement in Business Users discovery that no audit findings or adverse opinions on internal controls and security access have been received for Banner or other TSU systems. Both signals point to a clean operational record on Banner security and access controls in the recent past.

TSU's broader security program is enterprise-managed across several dimensions:

- SSO and MFA are centrally applied.
- Access governance is HR-integrated.
- ServiceNow supports incident and change management.
- Operations are aligned to ITIL practices.

The Banner-specific security posture inherits this baseline, with module-owner approval acting as the institutional gate on Banner access.

Vulnerability management posture per Ellucian:

- Ellucian's cloud Information Security Program is ISO 27001:2022 certified.
- SOC audit reports are produced annually and available via Ellucian's Trust Center (trust.ellucian.com).
- Third-party penetration testing is conducted annually; specific results are not shared with customers.
- Continuous vulnerability identification and remediation is operated using enterprise-class scanning tools.
- Detection and prevention controls use AWS-native tooling and layered defense rather than traditional IPS or IDS.

4.4 Network Security

Banner network connectivity is carried over an IPSec tunnel between TSU and the Ellucian-hosted environment. The campus firewall on TSU's side operates in HA configuration with two firewalls. Bandwidth is provided by two 10 Gbps circuits and no bandwidth bottlenecks have been reported.

Observed tunnel protocols include SFTP and FTP (TCP 21) for file exchange. Web traffic for user access flows over HTTPS, also tunneled. Traditional segmentation concepts (VLAN, DMZ) do not apply in the conventional sense because the Banner application stack is off-premise and accessed via the tunnel. From TSU's network perspective, the Banner environment is effectively external and reached only via the tunnel.

Argos's connection to the Banner Oracle database is not via the IPSec tunnel. Argos is co-hosted in the Ellucian cloud on an Ellucian-managed server and connects to the Banner Oracle database locally (within the Ellucian cloud) via Oracle TNS. Other Evisions products in the same suite are similarly co-hosted in the Ellucian cloud and connect directly to the database from within that environment. Governance, query control, and audit ownership for these in-cloud database connections sit with Ellucian, not TSU.

Security event detection and forensic capability for the Banner environment is structurally absent on the TSU side. This is a consequence of the Ellucian Managed Cloud arrangement. Log access, telemetry, and Banner-level security event data are internal to Ellucian's operations. TSU sees what Ellucian surfaces through application-level reports and customer-portal disclosures. Independent infrastructure-level security review is not available.

A planned TSU-side firewall hardware upgrade in Q1 2028 will require the IPSec tunnel to be rebuilt. This is a known operational dependency to plan for but is outside the 12-to-24-month assessment horizon.

4.5 Key Findings

Strengths

- Workflow-driven access provisioning with HR-integrated deprovisioning; meaningful uplift from the 2020 paper-based baseline.
- Azure SSO with default-enforced MFA across Banner and other SSO-integrated applications.
- Approximately 150 Banner security groups with module-owner approval; defined separation of duties.
- No known Banner security breaches or audit findings on access controls in the past three years.
- Two 10 Gbps circuits with HA firewall configuration; no bandwidth issues reported.
- Ellucian's cloud Information Security Program is ISO 27001:2022 certified, with SOC audit reports available via the Ellucian Trust Center; third-party penetration testing is conducted annually.
- Encryption in transit uses TLS 1.2, SFTP, and IPSec; encryption at rest uses AWS Key Management Service with master-key plus data-key hierarchy.

Gaps and Risks

- TSU has no independent security event detection or forensic capability for the Banner environment. Infrastructure log access sits with Ellucian as part of the managed-cloud service boundary and is not exposed to customers. Ellucian operates central audit logging on its side, so the gap is in customer disclosure rather than in monitoring practice.
- Two-portal incident pattern: TSU ServiceNow plus Ellucian customer portal, with no system-level integration; for Ellucian-detected events, TSU visibility depends on Ellucian disclosure.
- No central pane of glass for cross-application access governance and recertification operates per application.
- Access recertification cadence not explicitly confirmed (2020 baseline was quarterly).
- Customer-managed-key options for AWS KMS and Banner-level audit-log access policy operate within Ellucian's standard managed-cloud service configuration.

Implications

- The clean access-controls baseline is a real positive for the institutional record; worth crediting in any leadership-level discussion of Banner posture.
- The structural security visibility gap is not a TSU capability problem; it is a managed-cloud-arrangement consequence. Mitigation requires either contractual change or platform change.
- Cross-application access governance is a candidate Section 6 organizational-capability recommendation.
- Network security finding (Argos in-cloud) clarifies that database-perimeter concerns are not in scope for TSU; the in-cloud database governance question shifts to Ellucian.

Section 5 Hosting Model Evaluation

This section evaluates TSU's current hosting arrangement and considerations relevant to any potential transition. The current arrangement is operationally close to SaaS but with material differences in cost, control, and migration optionality. The section incorporates findings from the Enterprise Applications, Infrastructure, Ellucian Vendor, Business Users discovery, and Leadership sessions, with contract evidence from the FY26 Cloud Services Renewal, the Oracle HOSAL, and the TCC Interagency Agreement.

5.1 Current Hosting Arrangement

TSU operates Banner under an Ellucian-managed hosted model in which Ellucian owns and controls the full infrastructure stack. Underlying hardware, data center, operating systems, database platform, and the related operational controls sit with Ellucian. Per Ellucian's response, Banner is hosted on AWS in a single-tenant application architecture with a single-tenancy database tier; TSU's Banner environment is in a dedicated AWS account. Specific data center locations are not published, but data is stored in U.S. based AWS availability zones.

TSU's retained scope is limited to the application layer: Banner configuration, business rules, reporting setup, integration management outside the Ellucian perimeter, and day-to-day functional support to the extent it does not require Ellucian involvement. Technical configuration is owned by OIT; business configuration is owned by the respective functional departments. In practice, OIT is frequently asked to assist business areas with setup and configuration even where the business-ownership boundary applies.

Infrastructure-level visibility into the Banner hosting environment sits with Ellucian as part of the managed-cloud service model. TSU does not have direct access to dashboards or administrative consoles for server count, resource allocation, CPU, memory, storage, or network topology, since the infrastructure layer is operated and monitored within Ellucian's service boundary. Argos surfaces limited RAM and CPU metrics for one production server through its reporting function, which TSU uses for spot-checks where helpful.

Two capacity-rebalancing events on the Ellucian side were noted during the period covered by this assessment. In each instance, TSU observed a change in performance characteristics through routine operational monitoring and through the limited metrics surfaced by Argos. TSU raised the observation with Ellucian, and capacity was adjusted in response. Detailed telemetry for capacity-allocation changes resides within Ellucian's managed-cloud operations; the standard customer disclosure model for this kind of change is something TSU and Ellucian can discuss as part of ongoing relationship management.

Contract configuration: The FY26 Cloud Services Renewal specifies:

- 1 Production instance plus
- 2 Non-Production instances of the Banner ERP Base (Database, JobSub, Banner Self-Service, Banner 9 Applications, BEP, BEIS, ESM, Payment Gateway Interface, Site-to-Site VPN, Ethos API Framework) plus
- 1 Additional Non-Production Instance.

Connectivity is provided via Site-to-Site VPN and Ellucian Cloud Peering Service (Tier 1). The production-availability SLA is 99.5%. See Appendix B for the complete contracted service configuration.

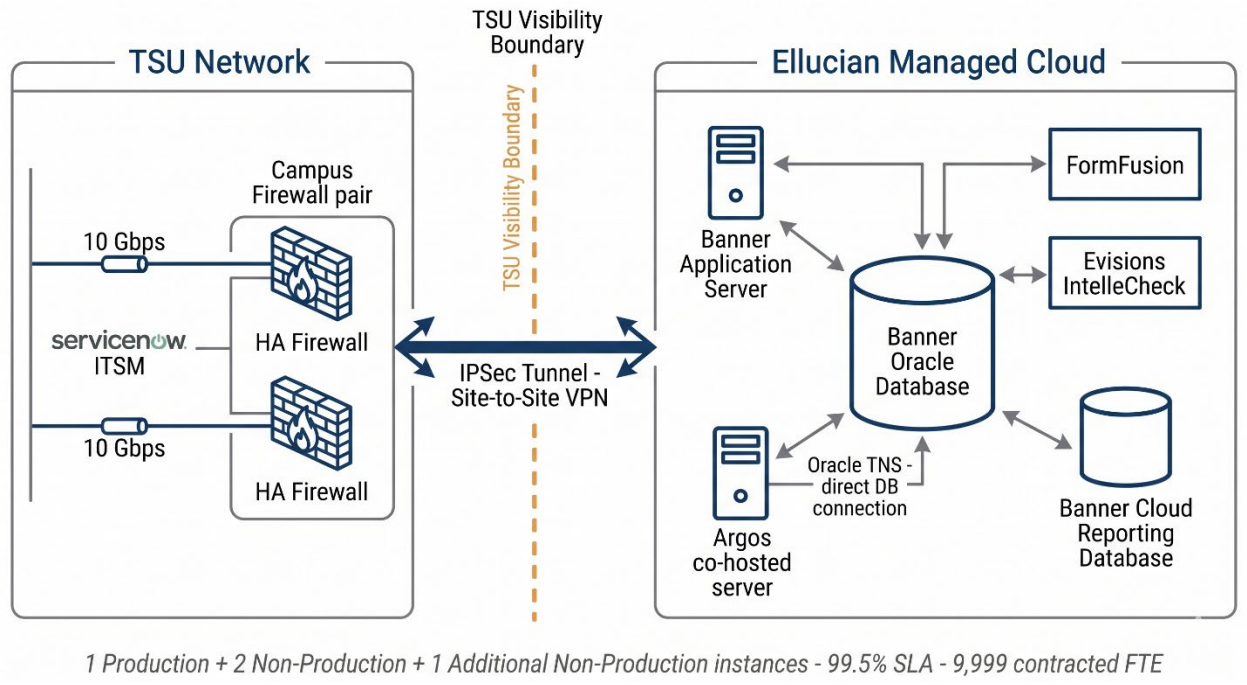


Figure 10: Current Banner Hosting Architecture

5.2 Ellucian's SaaS Offering vs. Current Model

Ellucian has presented its cloud SaaS product to TSU and has indicated SaaS is the recommended long-term direction. Conversations with TSU about migration are active and recent. From Ellucian's vendor-session framing, the substantive differences between TSU's current arrangement and the SaaS offering are: Per Ellucian’s response, SaaS is more expensive than the managed-cloud arrangement; Ellucian identified cost as a factor in TSU's evaluation.

Dimension	Current State: Managed Cloud	Future Option: Ellucian SaaS
Hosting model	Ellucian-managed cloud on AWS; single-tenant; dedicated AWS account.	Ellucian SaaS on AWS; single-tenant per Ellucian's response.
Customization capability	Source-code customizations possible; TSU's current customization layer.	Configuration and add-ons; source-code customization generally not supported.
Update cadence	Q1 upgrade cycle with scheduling flexibility.	Monthly installations.
Patch model	Some items patched; some require full release.	Generally faster patch availability.
Migration effort to reach this state	Current state; no migration needed.	Ellucian quotes 18 months; subject to customization-mapping outcome.
Cost	Current managed-cloud contract terms.	More expensive than managed cloud per Ellucian’s response.
Reporting tooling	Argos as report writer (current).	Insights as report writer (Ellucian's successor product).

Table 8: Managed Cloud and SaaS Comparison Across Operational Dimensions

This comparison is intended to inform a working-level evaluation, not to recommend either state. Both are viable; the decision depends on TSU's specific objectives.

- Customer-side management responsibility is reduced under SaaS; Ellucian manages the platform.
- Direct database access is reduced under SaaS; customer queries route through Ellucian tools (principally Insights, the SaaS reporting and analytics platform that replaces Argos).
- Update cadence is regular and automated under SaaS rather than the in-between cadence of the current managed-cloud arrangement.

The pathway for migrating Banner customizations and integrations to the SaaS environment is a topic for detailed exploration before any migration decision is finalized. Ellucian has indicated that customizations will be migrated as part of the 18-month implementation cycle. Because SaaS platforms generally support configuration and add-ons rather than source-code customization, identifying the specific mechanism for each TSU customization translation into supported configurations, replacement with native SaaS features, retirement, or maintenance through an extension framework is an important precondition to validating effort and timeline.

Ellucian has signaled that Argos will be replaced by Insights under the SaaS offering. Because Argos is the operational basis of TSU's financial statement generation and substitutes for several Banner-native processes (Collections-tracking, fee-assessment error detection, third-party billing distribution, Financial Liability Statement compliance, refund review), the Argos-to-Insights transition is a separate vector from any SaaS Banner migration. The question is not only whether Insights has equivalent capability but whether Insights is included in TSU's current license footprint and on what timeline support for Argos ends.

5.3 Transition Considerations

> **Scope note:** This section identifies preconditions and considerations relevant to a potential transition to Ellucian's formal SaaS offering. It is not a migration plan. In-depth financial or technical migration modeling is out of scope for this engagement.

In its written response, Ellucian has formally recommended SaaS migration for TSU, with an estimated implementation timeline of approximately 18 months and acknowledgement that SaaS is more expensive than the current managed cloud offering. This vendor recommendation is documented input for the platform-direction discussion. It does not change the assessment's institutional-decision posture: platform direction remains TSU's call, and the working-level evaluation captured in this section's considerations remains the recommended path before any decision is finalized.

Three considerations are most relevant to any transition evaluation:

- **Customization migration.** The undocumented configuration layer from the prior managed-services era and the named customizations from the 2020 AR System Analysis (TWPPAID, custom TSAMASS-substitute) cannot be assessed for SaaS compatibility without Ellucian's disclosure. This is a prerequisite-discovery item before any transition assessment can be considered complete. The vendor 18-month estimate is driven primarily by customization volume; without an inventory, the estimate is not directly verifiable. An additional input from Ellucian's response indicates that several integrated applications, including Canvas (LMS), Axiom (integration hub), and CourseLeaf (catalog management), are identified by Ellucian as requiring additional attention during any SaaS transition, meaning their current configuration patterns would require attention as part of any SaaS transition. Whether the constraint is in the

application's architecture or in TSU's specific integration pattern will require further exploration.

- **Integration rationalization.** TSU's current environment uses SnapLogic and FTP-based processes as the primary middleware for complex or non-standard integrations. Moving to SaaS would require evaluating each non-Ethos pre-built integration against what Ethos natively supports. Argos-driven operational workflows would also need to be migrated to Insights or replaced.
- **Oracle HOSAL non-portability.** TSU does not hold Oracle Database licenses independently. The HOSAL is Ellucian's Oracle licensing arrangement extended to TSU as a benefit of the managed-cloud contract. The contract states explicitly that the HOSAL 'is not available if the systems are not hosted with Ellucian' and 'may only be used in conjunction with the applications hosted by Ellucian.' If TSU were to discontinue Ellucian's hosting in a scenario where Oracle continued to be needed, TSU would need to establish a direct Oracle license relationship. The specific Oracle license components covered (Oracle Database Enterprise Edition, Diagnostics Pack, Tuning Pack at 13 virtual processors) are listed in Appendix G; 2 Oracle Programmer perpetual licenses would survive. In a SaaS migration scenario (either to Ellucian SaaS on AWS or to a non-Oracle alternative), this constraint would generally not bind because Oracle would not be needed in the destination state. Documenting the non-portability as a contractual fact is appropriate for any platform-direction discussion.

Two informal timeline estimates from discovery deserve to be documented side-by-side, though they concern different migrations. The vendor-stated estimate (Ellucian) is 18 months for a managed-cloud to SaaS Banner migration, driven primarily by customization volume. A user-side caution (Business Users discovery) noted that Oracle's 6-month implementation claim for other schools could realistically extend to 2.5 years at TSU. Whether the same TSU-specific factors would similarly extend an Ellucian 18-month estimate is not directly stated but is a reasonable concern. Both estimates are informal and should be replaced with a structured assessment if a migration evaluation proceeds. Due consideration should be given to the time required for staff to learn new software, distributed business-process ownership across departments, and the pace at which process changes propagate.

Importantly, TSU has already conducted competitive ERP evaluation demos with Oracle, Workday, and Ellucian. The decision on whether to proceed with a SaaS transition or consider an alternative platform sits at the President and Cabinet level. The outcome of that institutional conversation will materially affect whether this section's considerations are operationalized. One discovery observation is worth surfacing: business-user discovery participants reported that those demos were attended primarily by Vice Presidents and select leadership, with limited working-level user participation. The institutional record of who attended which demo was not independently verified; if migration moves forward, working-level functional comparison should be conducted.

5.4 Ellucian Vendor Perspective

The Ellucian vendor session was held on May 7, 2026 with Ellucian Account Management and Cloud Services representation. Several substantive items were captured in session:

- Long-term direction: full SaaS company; over 50 SaaS implementations completed.
- Migration estimate for TSU: approximately 18 months from managed-cloud to SaaS, driven primarily by customization volume.

- Active engagement: conversations with TSU about migration are recent (most recent was end of April 2026); cost was identified by Ellucian as TSU's primary concern in those conversations.
- Argos to Insights: Insights is Ellucian's full data-lake and analytics platform; it replaces Argos under the SaaS offering.
- Hosting: Banner is not hosted on Oracle Cloud (Oracle is an Ellucian competitor); the Oracle relationship is HOSAL licensing only.
- Release cadence: fixes wait for the full software release so that all integrations are fully tested before release.
- Confidentiality: per Ellucian's service model, certain operational details (deployment scripts, internal infrastructure specifics) are internal to Ellucian's managed-cloud operations.

Many vendor-session questions were routed to specialized Ellucian teams for resolution. Ellucian provided substantive responses to a majority of these in the May 2026 response, and several remaining items have been incorporated through inline analysis where they do not change the substance of the findings.

Two contracted products are scheduled for cancellation: Per Ellucian’s response, the Liquidation Charges represent products TSU has requested to cancel; both Banner Advancement and Banner Alumni Self-Service will be discontinued at the end of FY 2026 (August 31, 2026), so FY27 charges should be zero.

> **Vendor-bias methodology note:** Because Ellucian is the same vendor whose product is being assessed for retention or replacement, vendor-session content carries a structural framing bias. Vendor-stated facts are captured here; vendor-stated framings (e.g., 'the difference between managed cloud and SaaS is not that much') are noted but weighted against TSU-side independent evidence where it exists. Appendix D documents the methodology.

5.5 Key Findings

Strengths

- Managed-cloud arrangement is operationally close to SaaS; significant management responsibility already sits with Ellucian.
- Strong contracted SLA (99.5% production availability) with documented response targets.
- Two 10 Gbps circuits and HA firewall on TSU side; bandwidth has not been a constraint.
- Comprehensive product suite under managed cloud, including Banner ERP base plus Evisions, DegreeWorks, Touchnet, and others.
- Banner is hosted on AWS in a single-tenant architecture with a dedicated AWS account, confirmed in Ellucian's response.

Gaps and Risks

- Infrastructure-level visibility for the Banner hosting environment is operated within Ellucian's managed-cloud service boundary, consistent with the service model. Capacity-

rebalancing events that occurred during the assessment period were observed by TSU through routine monitoring and resolved in conversation with Ellucian
- Oracle HOSAL non-portable: exit from Ellucian hosting in a scenario where Oracle continued to be needed would require a separate Oracle relationship.
- Ellucian has confirmed Argos will be succeeded by Insights as part of the SaaS migration path. The licensing relationship of Insights to the SaaS bundle and the migration timeline require additional discussion.
- Pathway for migrating Banner customizations to the SaaS environment warrants detailed mapping before any migration decision is finalized. SaaS platforms generally support configuration and add-ons rather than source-code customization, so identifying the specific treatment for each TSU customization (translation, replacement, retirement, or extension framework) is a precondition to validating effort and timeline.
- Per Ellucian’s response, SaaS is more expensive than the current managed-cloud arrangement; cost has been identified by Ellucian as a factor in TSU's evaluation.
- Several integrated applications were identified in Ellucian’s response as requiring additional attention during any SaaS transition, including Canvas (LMS), Axiom (integration hub), and CourseLeaf (catalog management). The migration implications for these applications require further evaluation.
- 18-month SaaS migration estimate is unverified against TSU's specific customization layer.
- Business-user discovery participants reported limited working-level user participation in the competitive ERP demos that have already taken place.

Implications

- The Oracle HOSAL non-portability is a contractual fact to disclose in any platform-direction discussion; its practical impact depends on the exit scenario.
- The Argos-to-Insights succession is tied to the SaaS migration path; near-term planning input is needed as TSU shapes its platform-direction discussion. Financial reporting depends on Argos today.
- The customization migration is an impediment for any reliable migration timeline. Until resolved, the 18-month estimate is aspirational rather than a verified project plan.
- The applications identified by Ellucian as requiring additional attention (Canvas, Axiom, CourseLeaf) point to integrations that will need attention regardless of when migration proceeds.
- Working-level user functional comparison should be conducted if migration proceeds; institutional decisions made without this carry operational risk during cutover.

Section 6 Vision & Action Plan

This section synthesizes findings from Sections 2 through 5 into a forward-looking vision for TSU's ERP environment and IT operations, and presents a prioritized set of actions to advance toward that vision. The vision is anchored to Ascend 2030, TSU's institutional strategic plan, which leadership identified as a significant point of alignment for the assessment.

6.1 Vision Statement

By 2030, TSU operates a technology environment that visibly supports the Ascend 2030 Renew, Enhance, and Expand strategic principles. The ERP platform serving as the institution's operational backbone, whether the current Banner deployment evolved to its next state or an alternative platform selected through institutional evaluation, runs reliably with clear governance. Functional capability for the ERP environment is embedded in or aligned with key business units rather than concentrated in OIT. Financial reporting flows from the system of record to published statements with minimal manual formatting effort. Reporting capability is current, whether via the Argos-to-Insights migration or via a platform-native successor. Vendor relationships are structured to support day-to-day operations. The Ascend 2030 milestone of 85 percent help desk satisfaction is a useful indicator of progress along this path.

The vision is grounded in what discovery confirmed about TSU's current state. Operational basics are largely in place: identity and access, network connectivity, and application functionality for core business processes. The advancement work ahead is structural rather than capability-based: addressing the inherited customization layer, reducing manual effort in financial-statement formatting, building business-side ERP-functional expertise, navigating vendor-driven changes (such as the Argos-to-Insights succession), and establishing standing governance for the ERP environment. The platform-direction question itself is open: TSU may continue on Banner, evaluate Ellucian's SaaS offering, or assess alternatives such as Workday or Oracle Cloud ERP. Each option carries different cost, customization, and migration profiles, and each warrants working-level evaluation by the institution before any platform decision is finalized. This assessment does not recommend a specific platform direction; that determination is an institutional decision that benefits from the kind of structured comparison this report supports.

6.2 Strategic Themes

Five strategic themes organize the action plan below. They map directly to the Ascend 2030 Renew, Enhance, and Expand principles.

Theme	Ascend 2030 Mapping	Summary
Resolve known constraints	Renew	Address the specific items that block institutional decisions: customization inventory, Argos-to-Insights migration, audit-context clarity, financial-statement-generation pipeline.

Theme	Ascend 2030 Mapping	Summary
Strengthen institutional governance	Renew	Establish standing ERP governance. Document an accounting-authority chain. Clarify audit-engagement protocols.
Build business-side capability	Enhance	Embed Banner-functional roles in business units. Develop internal training. Reduce OIT dependence for routine operational changes.
Make informed institutional decisions on platform direction	Enhance / Expand	Conduct working-level functional evaluation of platform options. Obtain non-vendor migration estimates. Assess full total cost of ownership, including HOSAL implications.
Strengthen vendor and partner engagement	Expand	Restructure the current Ellucian relationship to include strategic dialogue. Pursue contractual changes for security event visibility and incident notification. Clarify Insights licensing. As platform-direction evaluation proceeds, engage alternative-platform vendors (such as Workday and Oracle) through working-level discovery on equivalent footing rather than vendor-led demos.

Table 9: Strategic Themes Mapped to Ascend 2030

6.3 Consolidated Action Register

The table below brings together prioritized actions from across all four assessment areas. Sequencing appears in Section 6.5 and is anchored to TSU's September-to-August fiscal year cycle.

#	Action	Domain	Priority	Effort
1	Resolve the customization inventory with Ellucian. Start from named items in the 2020 AR System Analysis (TWPPAID, custom TSAMASS-substitute, named detail codes). Clarify what has been preserved, modified, abandoned, or grandfathered through transitions.	Banner / Hosting	P1 (Critical)	Medium
2	Clarify the Argos-to-Insights migration. Obtain timeline, license footprint, capability mapping for TSU's specific Argos use cases (financial statement generation, Collections-tracking, fee-assessment errors, third-party billing, Financial Liability Statement compliance, refund review).	Hosting / Vendor	P1 (Critical)	Low

#	Action	Domain	Priority	Effort
3	Address the financial-statement formatting burden. The condition is operational, not a data-integrity issue: Banner is the system of record, balances flow unchanged through Argos and tie to the audited Banner source, but the manual formatting effort is concentrated in the Controller's office each reporting cycle. Path forward: engage Ellucian consulting to validate and configure the Banner Finance GASB statement generation capability that is included in the product but was not set up during TSU's original implementation; complete training for Controller's office staff. Ellucian's written response confirmed this capability exists within Banner Finance and does not require a separate licensed module. Insights under SaaS may also support financial statement reporting; Banner-roadmap availability is a Product Management question for TSU.	Banner / Finance	P1 (Critical)	Medium
4	Establish a standing ERP governance forum including the Chief Administration Officer, the Controller, and OIT leadership. Set a standing ERP agenda with a quarterly cadence as a starting point. No new committee structure is required.	Governance	P1 (Critical)	Low
5	Establish embedded or aligned ERP-functional roles in priority business units (Finance, Registrar, Admissions). The HR-consultant model is the precedent. Treat as multi-year investment, starting with one priority unit.	IT Staffing	P2 (High)	Medium to High
6	Document the existing Banner configuration and customization layer through structured knowledge transfer with long-tenured staff (such as Earl Thomas in Student Accounting and other team members named in Business Users discovery as carrying institutional memory of the customizations). Pair this with structured onboarding for the current CAG consulting team on the inherited customization layer. Both components can be completed within one year; together they address the underlying training gap from the prior consultant transition. The 2020 AR System Analysis serves as a starting reference for the	Banner / Governance	P2 (High)	High

#	Action	Domain	Priority	Effort
	AR-side. Coordinate with Ellucian inventory work in Action 1.			
7	Develop an internal ERP training program. Focus initially on workflow capabilities and Self-Service Banner 9 (highest-value uses cited by business users). Reduce conference dependence.	IT Staffing	P2 (High)	Medium
8	Restructure the Ellucian relationship cadence to include strategic dialogue. Add quarterly forward-looking review to the existing weekly operational cadence. Establish escalation contacts for security event notification.	Vendor	P2 (High)	Low
9	Document an accounting-authority chain for finance-system configuration decisions when accounting standards conflict with vendor-driven defaults. Address the OIT-Finance governance tension surfaced in discovery.	Governance / Finance	P2 (High)	Low
10	Address residual 2020 AR System Analysis findings still operational. Specifically: status of AR-to-GL reconciliation, detail codes lacking chart-of-accounts mapping, manual refund process, and verification of recurring journal entry automation adoption (FGAAUTO capability exists in Banner Finance per Ellucian vendor response). Determine what remains and what has been resolved.	Finance / Banner	P2 (High)	Medium
11	Cross-application access governance review. Inventory which TSU applications are SSO-integrated and which are not; assess whether a cross-application IGA or PAM tool would close the governance gap.	Security	P3 (Medium)	Medium
12	Working-level functional evaluation if platform-direction work proceeds. Whatever decision the President and Cabinet make on platform direction, working-level user evaluation must precede major commitment. Plan to include functional users in any future demo or evaluation cycle.	Strategic	P3 (Medium)	Medium
13	Complete the routing of any remaining functional-area follow-ups (e.g., AP, Grants, Financial Aid). Assign each to a named owner	Multiple	P3 (Medium)	Low

#	Action	Domain	Priority	Effort
	and track resolution through standard channels.			

Table 10: Consolidated Action Register

6.4 Risk Register

The table below identifies the top risks emerging from the assessment, with severity rated on a low/medium/high scale for impact and likelihood.

Note: Some of these are conditional risks that materialize only if specific decisions or actions are taken (for example, exiting Ellucian hosting, or proceeding to a platform decision without working-level evaluation), while others are inherently present in the current operating environment. The action register is designed to mitigate or prepare for both categories.

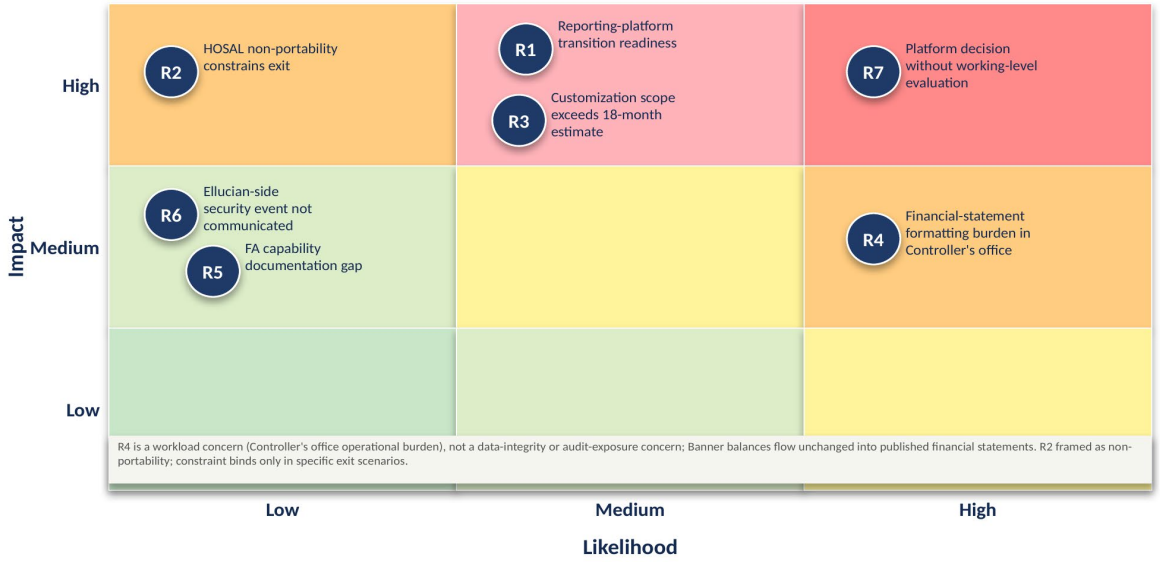


Figure 11: Risk Heat Map Plotting Seven Identified Risks

#	Risk	Impact	Likelihood	Mitigation (Action #)
R1	Reporting-platform transition readiness: Ellucian has indicated Argos will be succeeded by Insights as part of the SaaS migration path (not an independent product retirement). TSU lacks current clarity on timeline, license footprint, and capability mapping for the financial-reporting use cases that depend on Argos today.	High	Medium	Action 2

#	Risk	Impact	Likelihood	Mitigation (Action #)
R2	Oracle HOSAL terminates on exit from Ellucian hosting; TSU has no Oracle relationship to fall back on.	High	Low (only if exit is initiated)	Section 5.3 HOSAL disclosure; Section 6.4 closing note requiring disclosure in any platform-direction discussion
R3	Customization layer is more extensive than current OIT staff are aware; Platform or SaaS migration scope is materially larger than 18 months.	High	Medium	Actions 1, 6
R4	Manual formatting of financial statements each reporting cycle creates concentrated operational burden in the Controller's office. Risk is workload concentration and key-person dependency, not data integrity or audit exposure. Banner balances flow unchanged into the published statements.	Medium	High	Action 3
R5	Concentration of FA functional capability in user-built automation (UC4 jobs, rules configuration, algorithmic builds) that may not be documented for transferability; institutional resilience depends on documentation rather than on any individual's continued tenure.	Medium	Low to Medium	Action 6 (documentation through structured knowledge transfer)
R6	Ellucian-side security event detected but not communicated to TSU; impact on FERPA or other compliance posture.	Medium	Low	Action 8 (contractual notification escalation)
R7	Platform-direction decision made by leadership without working-level functional comparison; cutover problems emerge during implementation.	High	Medium-to-High, conditional on a migration decision being made	Action 12

Table 11: Risk Register

6.5 Suggested Sequencing

Sequencing is anchored to TSU's fiscal year (September 1 through August 31). The current fiscal year is FY2026 (Sep 2025 to Aug 2026). The report is being delivered in Q4 FY2026 (May 2026), so near-term actions land in the closing months of FY2026 and the opening months of FY2027.

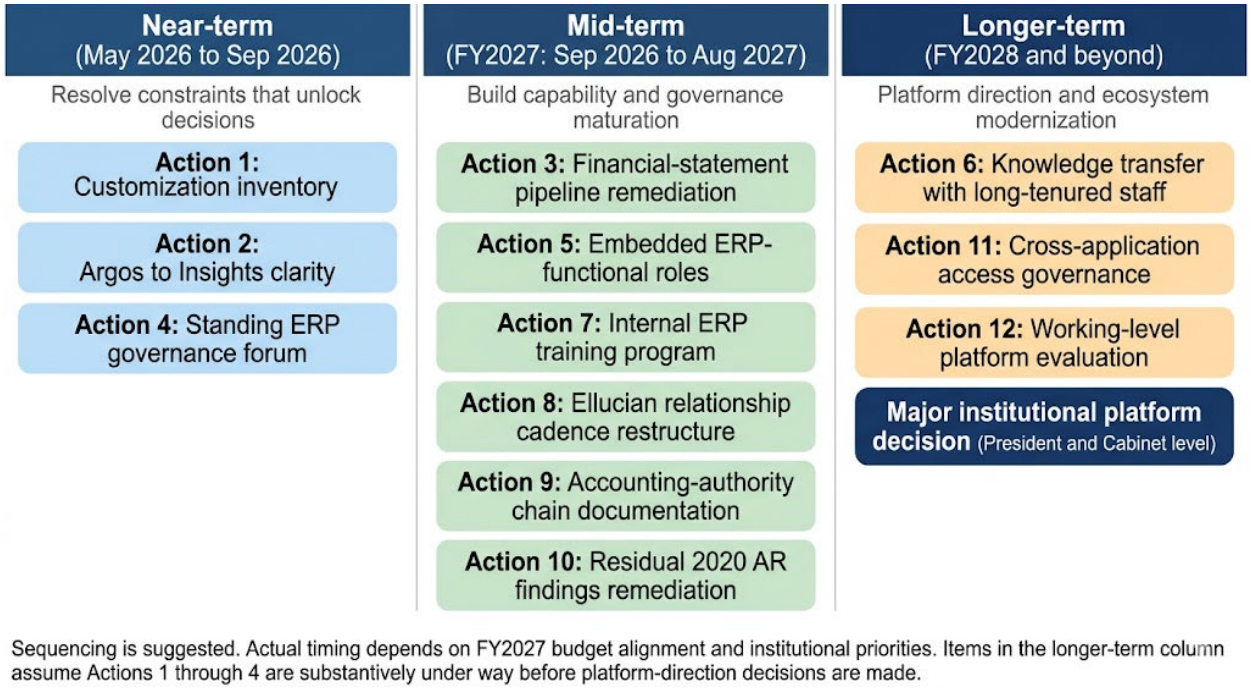


Figure 12: Suggested Sequencing Roadmap Across Fiscal Years

Near-term (May 2026 through Sep 2026: Q4 FY2026 close-out and FY2027 opening)

The near-term focus is on resolving constraints that block institutional decision-making. These are the items that, once resolved, unlock everything else. Most are low-effort and high-signal.

- Action 1: Customization inventory with Ellucian (begin).
- Action 2: Argos to Insights migration clarity.
- Action 4: Standing ERP governance forum (organize and convene first meeting before FY2026 close).

Note: The FY2027 budget is typically developed in April to May 2026 and approved by the Board of Regents in mid-August. If any actions in this register require FY2027 budget allocation, they should be surfaced for budget consideration as part of the April-May review cycle. The standing governance forum recommendation (Action 4) requires minimal-to-no budget impact and can proceed immediately.

Mid-term (Sep 2026 through Aug 2027: FY2027)

The mid-term focus is on capability-building and governance maturation. Most items here require FY2027 budget alignment.

- Action 3: Financial-statement-generation pipeline remediation.

- Action 5: Embedded ERP-functional roles in business units (priority unit first).
- Action 7: Internal ERP training program.
- Action 8: Restructured Ellucian relationship cadence.
- Action 9: Accounting-authority chain documentation.
- Action 10: Residual 2020 AR findings remediation.

Longer-term (Sep 2027 onward: FY2028 and beyond)

The longer-term focus is on institutional platform direction and ecosystem modernization. Items in this horizon require larger budget commitments or institutional-level decisions.

- Action 6: Knowledge transfer with long-tenured staff and structured CAG onboarding on inherited customizations.
- Action 11: Cross-application access governance investment.
- Action 12: Working-level functional platform evaluation (if platform-direction work proceeds).
- Major institutional platform decision (President and Cabinet level).

Sequencing dependencies: Actions 1, 2, 3, and 4 should be substantively under way before institutional platform decisions are made. The HOSAL non-portability (Section 5.3) must be disclosed in any platform-direction discussion regardless of timing. The Ascend 2030 anchoring is in place as the foundation for Section 6 strategic-theme work.

> **Closing note:** *The actions in this register are organized to support institutional decision-making, not to predetermine it. The Section 5 Hosting Model Evaluation identifies the Oracle HOSAL non-portability, the Argos succession, and the customization-migration mechanism as open questions any platform-direction decision must account for. The Section 6 vision and recommendations are designed to be substantively useful whether TSU continues with Ellucian Banner, transitions to Ellucian SaaS, or moves to a different platform entirely. The recommendations on governance, capability-building, financial-pipeline remediation, and audit-context clarity apply across any of those scenarios.*.

Section 7 Appendix

Appendix A Participants & Sessions Conducted

All discovery sessions and named participants. Roles reflect titles at time of engagement (May 2026).

Session	Date (2026)	Duration	Participants
Pre-discovery call	March 26	1 hour	Dr. Rodney Smith (Chief Administration Officer); Senthil Nathan (DIR STS Engagement Lead)
JAD 1 / JAD 2	March 23 / March 26	2 hours each	DIR STS Engagement team; TSU OIT representation; framework and assumption alignment
S1: Enterprise Applications	May 4	2 hours	Longin Gogu (Director of Enterprise Applications)
S4: Business Users & Banner Functional Health	May 5	2 hours	Ariana Contreras (Registrar's Office); Admissions leads; HR representatives; Faculty / Staff representatives
S2: Infrastructure & Network	May 6	2 hours	Mark O'Loughlin (Director of Infrastructure); Gaston Tsamo (Network Manager); Longin Gogu (Director of Enterprise Applications)
S5: Ellucian Vendor	May 7	2 hours	Chris Larson (Ellucian Account Management); Santiago Roa (Ellucian Cloud Services)
S4: Business Users: Finance Discovery Session	May 7 May 11 May 13 May 14	30 minutes each	Multiple finance, AR, FA, and Budgeting participants including Jerelyn Lemmie (Student Accounting), Jeff Thomas (Student Accounting) Errol Thomas (Business and Finance), Vernecia Henry (Enrollment Systems), Latisha Marion (Financial Aid), Melanie Jackson (Operations and Procurement), Michelle John (Research and Innovation), Paula Stapleton (Business and Finance), Dantes Davis (Grant Accountant), Diane Lewis (Grant Contracts)
S3: Security & Compliance	May 7	2 hours	Longin Gogu (Director of Enterprise Applications); Mark O'Loughlin (Director of Infrastructure)
S6: Leadership & Strategic Direction	May 11	1 hour	Dr. Rodney Smith (Chief Administration Officer). President was scheduled but did not attend.

Table 12: Discovery Session Participant Roster

Appendix B Contracted Infrastructure Configuration

Source: Attachment 2 (Schedule A to Exhibit 1) of the Ellucian Managed Cloud Services Renewal Order Form (T0025-270719-061125), effective September 1, 2025. This represents the contracted service configuration and system inventory for TSU's Banner environment as documented in the FY26 Cloud Services Renewal.

Contract configuration

Item	Detail
Customer	Texas Southern University
Contracted FTE	9,999 FTE
Allotted Registration Concurrency	1,000 concurrent users
Production Instances	1 Production instance of Banner ERP Base (Database, JobSub, Banner Self-Service, Banner 9 Applications, BEP, BEIS, ESM, Payment Gateway Interface, Site to Site VPN, Ethos API Framework)
Non-Production Instances	2 Non-Production instances + 1 Additional Non-Production Instance
Annual Fee	Documented in contract; figure not included in this report
Uptime SLA	99.5% availability target for production instance
Uptime Commitment Note	Target, not a contractual obligation per contract language
Support Hours (standard)	Mon-Fri 8:00 AM to 8:00 PM Eastern (excluding holidays)
Support Hours (P1 outages)	24x7x365 via telephone

Table 13: Contracted Infrastructure Configuration

Contracted product components

Items marked with an asterisk were contracted and deployed in the managed environment but were not referenced in any discovery session. Active use and configuration should be confirmed with OIT and in Ellucian vendor follow-up.

Product Component	Production Instances	Non-Production Instances
Ellucian DegreeWorks	1	1
Ellucian DegreeWorks Transfer Equivalency	1	1
Evisions Argos	1	1
Evisions FormFusion	1	1

Product Component	Production Instances	Non-Production Instances
Evisions IntelleCheck *	1	1
Banner Enterprise Job Scheduler (Automic)	1	1
Banner Cloud Reporting Database w/ Near Real-Time Reporting *	1	1
Banner Document Management (1TB)	1	1
Software Svcs Delaware Axiom Elite for HE	1	1
Ellucian Cloud Peering Service (Tier 1)	1	1

Table 14: Banner Product Component Environments

Baseline integrations (per contract)

Function	Path	Protocol
Upload or Download of data	Internet, Site to Site VPN, Cloud Peer	Secure File Transfer
System Printing from ERP	Site to Site VPN, Cloud Peer	UNIX Print
Directory Authentication	Site to Site VPN, Cloud Peer	Secure LDAP (based on client directory)

Table 15: Integration Paths by Function

SLA priority response targets

Priority Level	Definition	Target Response
P1 - Critical	Production instance not available or full system/software failure preventing critical operations	1 hour or less
P2 - High	Partial failure or failure significantly hindering critical operations on the day reported	4 hours or less
P3 - Medium	Intermittent failure or significant delay; processing not critical to day's operations	1 business day or less
P4 - Low	Defect exists but does not significantly affect critical processing	3 business days or less

Table 16: Ellucian Support Tier Response Targets

Per contract, response time targets 'should not be construed as contractual obligations.' They indicate the target interval for initial contact after triaging and routing, not complete resolution.

Appendix C Integration Inventory

See Section 2.5 for the integration inventory table. A complete inventory mapping each integration to direction (one-way or two-way), criticality, health status, and documentation status is recommended as a Section 6 Action 7 deliverable.

Appendix D Assessment Methodology & Rating Criteria

Methodology. The assessment combined six formal discovery sessions, multiple Finance follow-up sessions, contract review (FY26 Cloud Services Renewal, TCC Interagency Agreement, Oracle HOSAL Renewal), review of a historical Ellucian-conducted Accounts Receivable System Analysis from 2020, and the engagement charter and pre-discovery materials. Findings are cross-referenced in a discovery workbook.

Vendor-bias methodology

Historical and current documentation from the vendor whose product is being assessed (Ellucian) carries a structural framing bias. This is acknowledged explicitly throughout the report. Factual artifacts in such documents (named customizations, observable workflows, named participants, specific forms in use) are treated as reliable evidence because they are developed with TSU staff present. Interpretive framing, attribution of causation, and recommendations carry vendor incentives that are weighted accordingly. The report distinguishes the two in source citations and in cross-cutting findings.

Domain rating definitions

The overall domain ratings in Section 1.3 use a simplified traffic-light scale to give the institutional reader an at-a-glance view of each domain's status. Each rating in this report appears as a color-coded cell in the rating table.

Rating	Meaning
Green	Domain is in good shape; operational basics are confirmed; gaps are minor or are normal-operations items.
Yellow / Green	Domain has strong operational basics with one or more notable gaps that are addressable through normal management attention.
Yellow	Domain is functional but constrained by structural or operational issues that require deliberate institutional attention.
Yellow / Red	Domain has serious structural constraints that require institutional-level decisions and may have material financial or operational consequences.
Red	Domain has critical issues requiring immediate institutional intervention. (No domain in this report is rated Red.)

Table 17: Domain Rating Scale Definitions

Rating criteria for Key Findings tables

Strengths are findings confirmed by multiple discovery sources or contract evidence, with positive operational impact, that are reasonable to preserve through future-state changes.

Gaps and Risks are findings confirmed by at least one discovery source, with documented operational or strategic impact, that are addressable through recommendations in Section 6.

Relevance to TSU: contextualizes each finding against TSU's specific operating model, strategic plan, audit context, and resource posture.

Appendix E Contract Summary & Annual Spend Analysis

TSU's Ellucian-related technology spend for FY2026 is governed by three separate contracts.

Contract	Vehicle / Parties	Purpose	Term
TCC Interagency Agreement (LMC0005497)	LIT as TCC Administrator; TSU as TCC Member; Ellucian LLC	Banner software maintenance and third-party product maintenance (Automic, Argos, FormFusion, Xtender, fsaAtlas, DegreeWorks, FA FM)	Sept 1, 2025 to Aug 31, 2026
Ellucian Managed Cloud Services (T0025-270719)	Ellucian Company LLC / TSU. Signed by Chief of Staff	Full managed cloud hosting: infrastructure, OS, database, application runtime, Ethos API, VPN, 9,999 FTE capacity	Sept 1, 2025 to Aug 31, 2026
Oracle HOSAL Renewal (T0025-271997)	Ellucian / LIT / TSU. Signed by Chief of Staff	Hosted Oracle Subscription Access: Oracle DB Enterprise Edition, Diagnostics Pack, Tuning Pack for 13 virtual processors. NON-PORTABLE: terminates if Ellucian hosting discontinued.	Sept 1, 2025 to Aug 31, 2026

Table 18: Contract Inventory

> **Critical transition constraint:** The Oracle HOSAL is non-transferable. If TSU discontinues Ellucian hosting for any reason, the HOSAL terminates entirely on that date with no conversion or porting option. TSU would lose all Oracle Database Enterprise Edition, Diagnostics Pack, and Tuning Pack rights immediately and would need to establish a direct Oracle relationship and re-license at full market rates. Only 2 Oracle Programmer perpetual licenses survive. This must be disclosed in any platform-transition or ERP-replacement evaluation.

Cost observation: Liquidation Charges

TSU has documented FY2026 charges for Banner Advancement and Banner Alumni Self-Service under Liquidation status. Per Ellucian’s response, both products are scheduled for cancellation at TSU's request and will be discontinued at the end of FY 2026 (August 31, 2026), with FY27 charges expected to be zero.

Appendix F Source Document Index

All discovery materials referenced in this report are maintained in the engagement SharePoint and the discovery workbook. Primary sources:

- TSU_Banner_Discovery_Workbook_v6.xlsx (master workbook, 144 verified questions, 15 cross-cutting findings, 8 engagement context items)
- FY26 Cloud Services Renewal Order Form (T0025-270719-061125); FY26 Oracle HOSAL Order Form (T0025-271997); FY26 TCC Interagency Agreement (LMC0005497)
- Renew TSU AR System Analysis Report (Ellucian, April 1, 2020, prepared by Tim Johnson and Diana Heitman, 17 pages, 28 named TSU participants)
- Ascend 2030 strategic plan (detailed version from Office of Data Analysis and Assessment)

Appendix G Licensed Product Inventory & Annual Maintenance Costs

Source: FY2026 TCC Interagency Agreement (LMC0005497_TEXASS_3-1), signed August 28, 2025. All figures are annual maintenance costs; the 2.75% LIT administrative fee is applied to the subtotal.

Ellucian products

Product	Category
Banner Student	Core ERP - Student
Banner Financial Aid	Core ERP - Financial Aid
Banner Finance	Core ERP - Finance
Banner HR	Core ERP - Human Capital Mgmt
Banner Employee Self-Service	Self-Service - HR
Banner Student Self-Service	Self-Service - Student
Banner Faculty Self-Service	Self-Service - Faculty
DegreeWorks & DegreeWorks Transfer Equivalency (TreQ)	Degree Audit
fsaAtlas (Student & Scholar Management for Banner)	International Students
Banner Finance Self-Service	Self-Service - Finance
Banner Integration for Xtender (Document Management)	Document Mgmt Integration

Table 19: Core Ellucian Product Maintenance Summary (FY2026)

Third party products

Product	Category
Banner Enterprise Job Scheduler (Automic - UNIX Agent, Automation Engine, Graphical Analysis, Banner Agent)	Batch Scheduler
Evisions FormFusion (BDS Integration, Email w/Encryption, PL SQL Director)	Print / Output
Evisions Argos (Advanced Features & Enterprise)	Reporting & Analytics
EMC ApplicationXtender (Desktop, Web Access .NET, QuickScan Pro)	Document Management
Application Xtender Reports Management (PDF Print Stream, Server, Test Bundle)	Document Management
Application Xtender Test Bundle	Document Management
Ellucian Application Xtender xPlore (Full Text Server, Full Text Client, OCR Server)	Document Management
Financial Aid FM Needs Analysis	Financial Aid

Table 20: Ellucian Add-On Product Maintenance Summary (FY2026)

Liquidation charges - verify active use

Product	Status
Banner Advancement	LIQUIDATION
Banner Alumni Self-Service (Advancement Self-Service)	LIQUIDATION

Table 21: Liquidation Charges Products

Oracle License Requirements (TSU's Responsibility - HOSAL Model)

TSU provides the Oracle licenses listed below for use within the Ellucian managed cloud environment. These are not independently held by TSU; they exist exclusively under Ellucian's HOSAL arrangement and are inseparable from the Ellucian hosting contract. All licenses below, except the 2 Oracle Programmer perpetual licenses, terminate immediately if Ellucian hosting is discontinued. There is no conversion or porting option.

Oracle License Component	Qty	Provided By
Oracle Database Enterprise Edition	13	Texas Southern University

Oracle License Component	Qty	Provided By
Oracle Diagnostics and Tuning Pack	13	Texas Southern University
Oracle Programmer License (PERPETUAL - survives transition)	2	Texas Southern University
SSL/TLS Certificate	1	Ellucian

Table 22: Oracle HOSAL License Components