



El Camino Strategic Alignment Report

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Executive Summary

Founded in 1947, El Camino College (ECC) is a two-year public community college located in the unincorporated area of Los Angeles County known as Alondra Park. It consists of 37 buildings spanning roughly 26 acres. The El Camino Community College District was officially established as of July 1, 1947. Today the college serves nearly 23,000 students of a diverse background within Southern California's South Bay. ECC offers nearly 2,500 different classes offered in some 85 different programs, including vocation, undergraduate, and honors courses. ECC is well-known for its academic excellence, consistently high transfer rate to four-year colleges and universities, and exceptional career training programs.

ECC's mission is to make a positive difference in people's lives. They provide excellent comprehensive education programs and services that promote student learning and success in collaboration with our diverse communities.

Art Leible, Chief Technology Officer, engaged Ellucian to evaluate the overall use of Ellucian solutions and to identify opportunities for improving ECC's return on its technology investment. ECC implemented Colleague in 1998 and is now looking for opportunities to more fully utilize Colleague and Ellucian integrated solutions, identify the gaps in end user training, and eliminate manual and time-consuming processes.

The overarching goals of ECC is to increase staff efficiencies and automation to support a culture of continuous process improvement to facilitate student enrollment growth with successful student outcomes. To support these goals, it will be important for ECC to enact changes which support a successful modernization of the Ellucian technology stack. Specifically, ECC should:

- Identify key business owners across departments. Business owners must make business process and system configuration decisions on behalf of the institution, taking advantage of baseline system functionality;
- Support and fund staff training initiatives to support continuous learning;
- Take advantage of existing automation features within the system to minimize manual paper-based processes; and
- Evaluate new Ellucian solutions that enhance the Colleague SIS.

Ellucian recommends the following to support ECC's technology modernization:

- Complete the upgrade to the newest user interface, Colleague UI5 for all end users. Deadline to upgrade is the end of March 2018.
- Improve the user experience by implementing delivered Self-Service functionality across the organization. Ellucian continuously delivers [Self-Service](#) modules across the Colleague system introducing functionality that replaces Web Advisor and brand-new functionality (e.g. Student Planning, Financial Aid Self-Service, and Ellucian Mobile application).
- Identify and implement existing baseline Colleague functionality not currently utilized by ECC to help reduce dependence on custom code and maximize human resources.
- Explore moving Colleague to a hosted environment in a private cloud to enhance Disaster Recover, lower hardware costs, and free up IT staff from data base administration.
- Transform business processes to eliminate bottlenecks that are impacting workloads.
- Provide training for new and continuing staff to grow power users and have less reliance on IT.

Ellucian's focus is to support your institutional success

Strategic Alignment Planning Overview

Strategic Alignment Planning is a strategic engagement process with focus on executive level discussion and departmental discovery to help institutions identify areas where clients can maximize their investment in Ellucian solutions and develop a clearly defined and attainable roadmap to modernize their technology investments. Strategic Alignment Planning is ideal for institutions that:

- Desire to develop a longer term (1-3 year) roadmap for technology modernization and investment
- Express concern over return on investment from their Ellucian ERP
- Face challenges with their technology due to staff turnover, lack of understanding about best practices, etc....



During the Alignment Planning discovery phase, the Strategic Business Advisor (SBA) meets with Executive leadership at the start of the engagement to discuss both current challenges and strategic

direction from the perspective of the leadership team. The Strategic Business Advisor then conducts discovery interviews with each department to identify and discuss the following:

- Department goals and priorities
- Underutilized Colleague functionality
- Outdated business processes
- Manual and cumbersome processes that may be improved through better use of automation and/or batch processes
- Training needs and documented challenges
- Newer solutions, such as Self-Service, that are available to clients today

The Strategic Alignment discovery meetings were conducted with El Camino College on December 6th and 7th, 2017. The Ellucian team (Moir Kirkland and Sharon Keith) met with Admissions and Records, Student Success and Counseling, Curriculum and Scheduling, Financial Aid, Academic Deans and Key Faculty, Human Resources and Payroll, Financial Operations, Institutional Research, Information Technology Services, and the Executive Team.

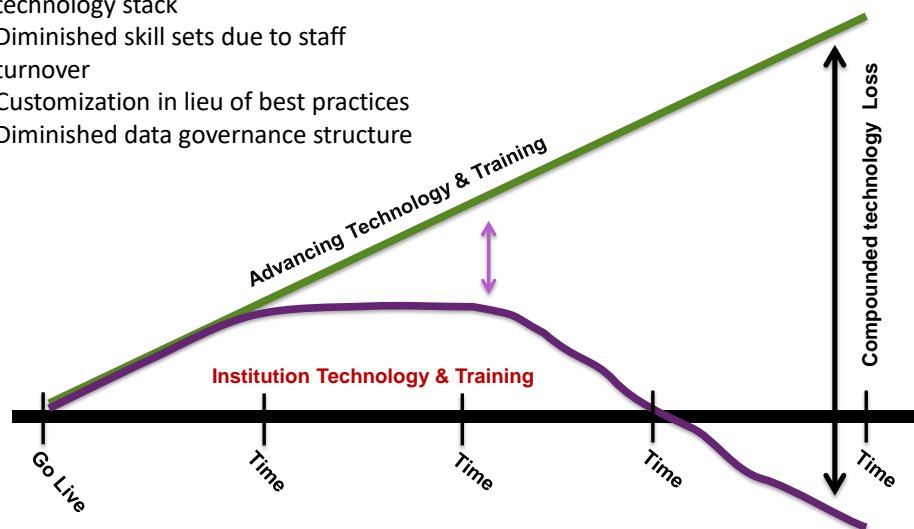
The findings and recommendations for ECC technology modernization are included in this report.

Technology Challenge Over Time

The graphic below represents a challenge that many of our institutions face as years pass from the initial Colleague implementation. Staff turnover, lack of documentation of processes, lack of awareness of systems capabilities and best practices all contribute to a gap in system capability and the reality of how the software is being used. Many Ellucian clients use the Strategic Alignment Planning process to refocus on modernization of the software and address end user training needs to achieve better results.

Technology change over Time

- Challenge with maintaining current technology stack
- Diminished skill sets due to staff turnover
- Customization in lieu of best practices
- Diminished data governance structure




The Action Plan findings and recommendations in this report are focused on strengthening operational excellence and improving the student experience to support ECC's continued growth and success. Overall, the College has done a fair job of staying aligned with Ellucian technology. Additionally, the ECC leadership is highly motivated to increase the use of technology to become more efficient. Ellucian is confident that following the recommendations in this report will provide a roadmap that fosters additional institutional effectiveness and more fully align technology with the College's goals.

Discovery Findings

Information Technology

1. The IT department spends the bulk of their time “trouble shooting and putting out fires” for the end users.
2. The biggest challenges in IT are maintaining custom code, maintaining integrations (30 plus) with the SIS, and managing access and security classes.
3. The Colleague Core user group committee no longer meets on a regular basis.
4. There is a technology committee, but it is not Colleague specific.
5. They are looking for an end user reporting solution; one of our partners and/or CROA. The reporting tool currently in use is SQL server reporting. IT creates all the reports.
6. They are on SQL database.
7. They have a Comprehensive Master Plan and Technology Plan.
8. The Disaster Recovery strategy is Iron Mountain disk to tape – sent to Iron Mountain weekly.
9. The goal is to evaluate Cloud options when they are fully independent from Compton Center.
10. They are current with Colleague patches.
11. They would like Security Class Best Practices consulting.
12. They are currently using ADFS for their Enterprise -wide Identity Mgmt. strategy. They are looking at Ellucian Identity Management tool.
13. They do not have a custom code inventory.
14. There is a 50% turnover in IT Programmer staffing.
15. IT staff has learned through self-training.
16. They have a lot of custom code; estimate 70% of Colleague is customized.
17. There is heavy customization for faculty and adjunct faculty contracts.
18. The college has a large turnover in staff at both colleges due to retirement. This has resulted in end users not understanding Colleague due to lack of training and a lot of institutional knowledge is gone.



“We spend most of our time troubleshooting and putting out fires for end users.”

IT Dept.

Admissions and Records

1. The College is implementing CRM Recruit. Plan is to go live March 1, 2018.
2. Communications Management is not being used to communicate with students about course changes, deadlines, holds, etc. The process of communicating with students is all manual (phone calls or emails).
3. Dual enrollment student populations are growing, and they are difficult to track.
4. They are not entering or maintaining transfer equivalencies in Colleague.
5. All external transfer work/equivalencies are kept on paper. They would like to have these recorded and maintained in Colleague.

6. They do not use the graduation processor in Colleague to graduate students. They were told it “affected financial aid.”
7. There is not a good understanding of how academic programs and graduation works in Colleague.
8. They are currently keeping Ed Plan on paper and then imaging on PDF. Student gets a copy of the duplicated form.
9. The “Intent to Graduate” requests are kept on Access spreadsheet. Not using the Colleague forms or Web Advisor/Student Service for this function.
10. No transfer work is shown on El Camino transcripts.
11. Articulation Office maintains articulations for English and Math courses only.
12. They would benefit hiring an additional FTE to maintain equivalencies and transfer coursework in Colleague.
13. They are using the cohort function in Colleague.
14. There is a quick turnaround of financial aid awards for new students.
15. Average drop of students for nonpayment per Semester is 1000 students.
16. Receive external transcripts 3 ways: 1) paper transcripts (scanned within a week of arrival; pdf picture); 2) electronic through electronic CA; 3) electronic through Transcript Plus (pdf).
17. Decision has been made to use RICOH for transcript imaging. Currently using Hershey Singularity.
18. ILP, which is being implemented now, will eliminate double entry of grades.
19. Catalog updates are done very year. There are minimal changes, but it takes a lot of time to produce. Robin would like to see a two-year catalog.
20. Pre-requisites and co-requisites need to be “wiped out” and started fresh in Colleague.
21. It was stated that there is a “practice of putting roadblocks in place that impact the 80% as opposed to making it easy for the 80% and dealing with the exceptions.” This practice of “knee-jerk reactions” leads to additional manual work, custom code, and shadow systems.

Student Success and Advising

1. Counselors are having to vet their assessment with the evaluators which causes delays and some angst between the two groups.
2. Probation rules are set up in Colleague to comply with federal SAP guidelines. WINC – Withdrawals and Incompletes (associated only to BOG waivers) are not set up. Explore setting up an additional GPA calculation for WINC.
3. There is a “yellow dot card process” that should be evaluated to see if the process can be set up in Colleague.
4. They need to “identify” in the schedule and catalog which classes are “low cost” by January 1, based on OER legislation. Consulting can help with the best way to identify these courses/sections in Colleague.
5. Currently using Star Fish for building Ed Plans and degree audits. As there is no integration between Colleague and Self-Service and Starfish, there is a huge opportunity to use Degree Audit in Colleague and build out Ed Plan in Student Planning.



Curriculum and Scheduling

1. Faculty contracts are generated and tracked using Communications Management. HR ties to LACOE but contracts are started and finished by the divisions. Full-time and part-time faculty both get a faculty contract by term.
2. There is missing information in the classroom characteristics in Colleague that would help with scheduling.
3. Course change tracking – looking for a way to run a report on the section type for hybrid and online courses.
4. The waitlist function in Colleague is not working the way they would like. Students can get on multiple waitlists for the same course and ECC doesn't want that to happen as it artificially inflates the number of seats needed in sections.
5. There is no ownership of building and maintaining pre-requisites and co-requisites. Multiple people do this on campus. The process needs to be reviewed as people add and then don't audit or correct.
6. They don't have a way to identify students nearing graduation that did not meet the prereq/coreq requirements.
7. They believe the Degree Audit setup is fairly accurate.

Financial Aid

1. Plan to roll out Financial Aid Self-Service by 2018-2019 academic year.
2. Using Communications Mgmt. very effectively.
3. The Director and the Assistant Director have not received Colleague Financial Aid training.
4. They have good end user process documentation.
5. Award letters can go out the same day as the ISIR is received.
6. They feel only one academic program can be active at a time. This may have to do with Gainful Employment, but this should be explored.
7. They feel that there are students getting aid for classes they shouldn't due to being in the wrong academic program.
8. Transfer course work is not evaluated until student apply for graduation, therefore, SAP evaluations do not include transfer course work.
9. Financial Aid runs BILL daily for the BOG fee waiver. This should be a Business Office function, not a Financial Aid function. It's a conflict of interest to award aid and run BILL.



Academic Deans and Key Faculty

1. They would like to view their budgets online.
2. They want to streamline the prerequisite checking process.
3. They want an equivalency bank built in Colleague.
4. The department assistants need Colleague training.
5. Faculty fill out manual paper timesheets when there is any missed teaching or office hours, then submit to the Deans which then goes to Payroll to adjust pay.
6. Classified professionals fill out a paper form and it gets attached to a timesheet which gets sent to Payroll and then manually entered in LACOE.
7. There are at least 3 different types of time sheets on campus for negative attendance and 4-5 for positive attendance.
8. They are interested in Web Time Entry to eliminate manual forms.
9. They use Maxiant for disciplinary cases.
10. They use Hobson's Early Alert for academic cases.

Human Resources and Payroll

1. They use Los Angeles County Office of Education (LACOE) HRS for all payroll processing.
2. HRS the system of record for payroll. HRS does not support integration or upload of data or files.
3. Position budgeting is driven by LACOE. They are happy with current position set-up and generally, the position pool is stable. LACOE is upgrading their ERP to CGI within 3 years. ECC is implementing Time Clock Plus to automate their timekeeping processes. ECC will need help in automating the feed between TCP and CGI.
4. Employee records are entered in Colleague for MIS reporting.
5. It's a manual process to touch 3000+ records for annual moves and cola increases.
6. They are using Assignment Contracts but not using Communications Management with it.
7. Benefit enrollment is on paper; college staff manually updates all vendor systems. They will have an automated self-service offering through Keenan in the future.
8. Annual planning for faculty retirement is managed in a spreadsheet.
9. Termination and rehire is all done manually, individually, in both HRS and Colleague.
10. Job and position changes are done manually in both systems.
11. Student workers are only maintained in HRS, not in Colleague at all.
12. There is no reconciliation or tie to the student account or financial aid for student workers.
13. If not for CAL MIS reporting, they would only use Colleague for faculty and faculty assignments.
14. Currently using iGreenTree just for recruiting. Onboarding is all manual.
15. They are switching over to Silk Road for onboarding and NeoGov for recruiting and hiring.
16. For reports, Maria downloads text files from LACOE into Access.
17. If they need any additional reports out of LACOE, they must pay LACOE for the reports.

Fiscal Services and Accounts Receivable

1. Colleague is the system of record for finance. They send the check payable file to LACOE to run the checks.
2. They are not using Direct Deposit. They would like to do AHS deposits to vendors instead of printing checks.
3. They are using Quick Books for sponsored billing. They bill vendor student by student, then manual posting to the student account by the cashier when the vendor pays the college. Using Quick Books for an aging report.
4. Student refund checks are touched for every student refund to fix errors generated out of student accounts. These checks are printed in-house.
5. Title IV refunds can be a check or a debit card load with HigherOne; non-Title IV refunds go through LACOE. Student Financial Aid checks are paid in full, student AR balances are not deducted first. ECC will require help to change this process and automate it.
6. They are using Fixed Assets to some degree although a spreadsheet seems to be the system of record for assets and the method for calculating depreciation,
7. They abandoned using Budget Management. Sophie builds budget in Excel on decentralized Excel worksheets. She consolidates and then manually enters into Colleague.
8. They print checks in-house for auxiliary services (athletics, food services, etc.) using Source 4.
9. Vendors have a lot of bad data with duplicate vendors, bad addresses. They would like consulting on vendor management.

Institutional Research & Assessment

1. They would like to have access to more data and it be easier to get. The current data build of ODS is only a partial copy, thus hindering research and reporting.
2. IT is going to build out the data that goes to the ODS to get more data to the reporting server.
3. Cohort Labeling – they need to track students in athletic groups, categorical program students and other special interest students.
4. They need to identify and report on the different course types (hybrid, online, on premise).
5. They need to identify and report on students who are homeless and in foster care.

Ellucian Recommendations

Business Process and Workflow Improvements

- Review business processes that involve manual data entry to see where this can be eliminated
- Review business processes that involve maintaining separate data spreadsheets to more fully utilize storing data in Colleague as the one source of truth
- Explore Ellucian Workflow to build cleaner electronic workflows rather than paper and manual processes
- Implement Self-Service in all areas to eliminate staff checking data that students can access on their own.
- Participate in Best Practices Training in A&R, Financial Aid, Department Academic Assistants, and Fiscal Services.
- Participate in a Business Process Review for maintaining academic programs and graduation process.
- Participate in a Business Process Review for tracking dual enrollment students.
- Increase the utilization of Communications Management across the departments.
- Identify targeted “Power Users” in each department for targeted training
- Upgrade the On-Demand Subscription Library (ODSL) to supplement Colleague training for end users.

Maximize the Technology Investment

- Deploy delivered Self-Service functionality to improve student self-service
- Provision Ethos to help manage 3rd party integrations into Colleague
- Deploy Ellucian Identity Management to help manage Single Sign On (SSO)
- Upgrade the existing Ellucian Mobile platform edition from the Application to the Platform edition for an ECC branded Mobile application
- Engage Ellucian Professional Services for:

Training

- ✓ Data Governance Workshop for all departments
- ✓ Reporting Review Workshop
- ✓ Research Fundamentals Training
- ✓ Colleague Studio, Colleague Admin, and Colleague Security, and Colleague SQL training for IT
- ✓ Early Engagement and Planning Workshop
- ✓ Communications Management Fundamentals
- ✓ Communications Management for Admission and Records
- ✓ Communications Management for Accounts Receivable

Consulting

- ✓ Self-Service Consulting in all areas
- ✓ Best Practices consulting in all depts., except Human Resources/Payroll
- ✓ System Analysis in all depts., except Human Resources/Payroll
- ✓ Core consulting for building hierarchy and codes

IT

- ✓ Custom Code Evaluation
- ✓ Security Class Best Practices Consulting

Admissions and Records and Curriculum

- ✓ Consulting on Degree Audit, Waitlists, Graduation Processor, Academic Program Best Practices
- ✓ Consulting on building transfer equivalencies
- ✓ Consulting on veteran forms, gender, and homeless coding
- ✓ Consulting on pre-requisites and co-requisites
- ✓ Consulting on managing waitlists
- ✓ Consulting on student types vs. residency types
- ✓ Consulting on Colleague delivered reports in all areas
- ✓ Consulting on Core module (facilities, rooms, institution hierarchy)
- ✓ Consulting on course section types
- ✓ Consulting on student communicating for non-payment drops

Financial Aid

- ✓ Consulting on managing academic programs (Fin Aid)

Human Resources/Payroll

- ✓ Consulting on Assignment Contracts and using Communications Management
- ✓ Consulting on batch wage changes
- ✓ Consulting on salary table management
- ✓ Consulting on Web Time Entry

Finance


- ✓ Consulting on Fixed Assets
- ✓ Consulting on vendor management and AHS payment to vendors
- ✓ Consulting on eliminating triplicate forms on campus, especially for the Student areas
- ✓ Consulting on changing to FINAID to NET not Full payments

Institutional Research

- ✓ Consulting on cohorts
- ✓ Consulting on identifying course/section types
- ✓ Consulting on veteran forms
- ✓ Consulting on tracking homeless, foster youth
- ✓ Consulting on new gender management updates

New Solutions to Consider

- Travel and Expense Management
- Student Planning
- CRM Advise
- Projects Accounting
- Ellucian Payment Center
- Ellucian Synoptix
- Sponsored Billing
- Ellucian Analytics
- Ellucian Workflow
- Ellucian Ethos deployment
- Ellucian Enterprise ODSL



**Students expect a
personalized digital
experience on
campus.**

Next Steps

With the move toward expanded offerings and enrollment growth, the time to evaluate and improve business processes has never been more critical. Ellucian believes that executing the Strategic Alignment Plan written for ECC will result in substantial staff productivity gains and an enhanced and more personalized user experience for students and staff.

Next steps to begin driving results are:

- Step 1: Prioritize recommendations and update the timeline
- Step 2: Finalize the plan for approval
- Step 3: Ensure that the projects have executive champions
- Step 4: Allocate resources and execute the plans

Ellucian welcomes the opportunity to partner with ECC to define and achieve best-in-class models of operational excellence and student success.

A Phased Approach to Modernization



Phase 1 12 months

- Mobile Upgrade
- Student Planning
- CRM Advise
- Projects Accounting
- Sponsored Billing
- Synoptix
- Travel and Expense Management
- Training
- Consulting



Phase 2 12 to 24 months

- Ellucian Analytics
- Ellucian Workflow
- Private Cloud (AHS)
- Training
- Consulting



Specific Services Engagement During Phase 1 Include:

Our Professional Services Organization will take a holistic view of ECC's needs through a blending of system technology, business needs, and custom inventory analysis. Through a series of engagements our Professional Services consultants will uncover your business processes and work flows and identify areas to improve the user experience.

Specific service engagement during Phase 1 include:

Data Governance Workshop

Intended for institutional data stewards and data managers. Familiarizes clients with the principles of data governance so to assist the institution in developing a process for assessing, managing, using, improving, monitoring, maintaining, and protecting organizational data and information. The result will be a series of detailed recommendations by business function which will form a roadmap of actions to improve utilization and efficiencies of the use of your Ellucian solutions. The recommendations will include a high-level roadmap and associated timeline for implementation.

Reporting Review Service

Information can be an extremely valuable asset to any institution. Institutions that leverage information in decision making and in developing strategic initiatives can differentiate themselves from the rest of the pack. The Reporting Review Service educates and helps organizations understand if they have the necessary business intelligence assets and infrastructure in place to deliver information to decision makers.

Business Needs Analysis

Discovery sessions by business function are held with executives, key staff and decision makers to discuss strategic positioning challenges, current client practices, procedures, policies, and business processes. Through this series of conversations Ellucian will identify:

- Areas and processes that can be improved to take full advantage of the latest Colleague software releases;
- Business processes that can be improved;
- Operational activities that would benefit from further training and/or consulting support;
- Areas where specific teams can work cross-functionally to implement integrated business processes.

Colleague System Analysis

An Ellucian consultant will meet individually with key staff and decision makers to discuss the management of strategic positioning challenges, current client practices, procedures, policies and business processes. Using this information and higher education industry best practices, Ellucian will identify:

- Process improvements that can be achieved through leveraging Colleague functionality based upon the latest releases;
- Business processes that can be improved and may benefit from further training and/or consultative support to take full advantage of the latest software releases;
- Areas and operational activities where teams can work cross-functionally to implement more integrated processes.

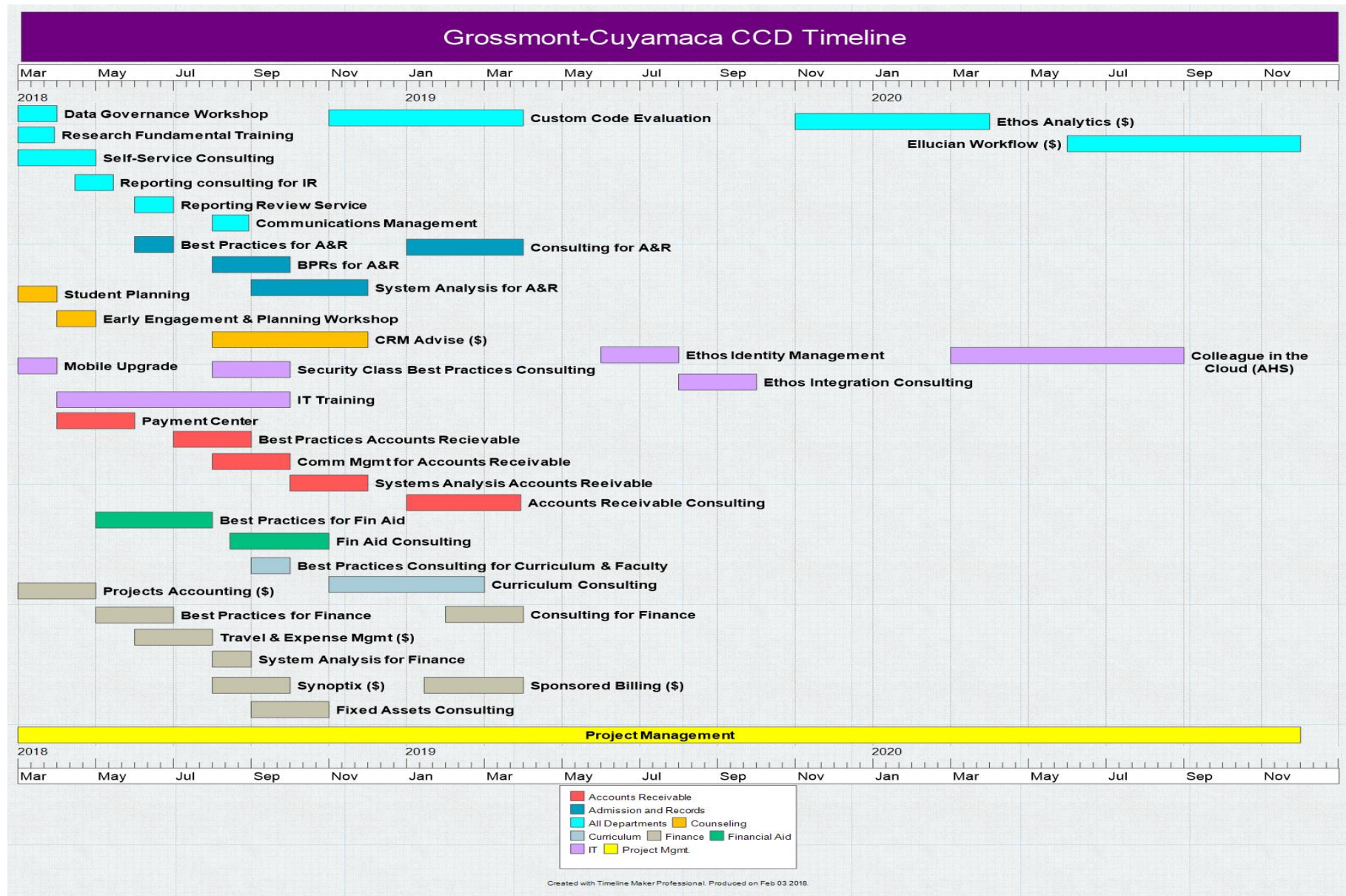
Early Engagement and Planning Workshop

The Early Engagement and Planning Workshop supports institutions in the identification and development of early engagement processes to support student success. The objective of the structure will be to:

- Review Key Retention Trends and early engagement and intervention best practices
- Align promising practices with current institutional efforts
- Establish Early Engagement and Intervention Mission Statement and Values
- Analyze the environment and context in which the early engagement and intervention process is being implemented
- Develop Goals and Objectives
- Aid in the development of policy and process for implementation

Following the presentation of the recommendations and roadmap for each business function, Ellucian proposes services to support ECC in their journey to optimization of the Colleague solution. The team will work together to prioritize the Phase 2 recommendations and work together to identify the activities which will have the greatest impact.

Recommended Timeline



Appendices

Client Resources

Ellucian Ethos platform

The Ellucian Ethos platform is designed to offer the enhanced capabilities and deployment options you need to modernize your core enterprise systems. This platform is integrated, secure, extensible, and provides a comprehensive analytics solution. We intend to take full advantage of cloud technology to enhance our entire portfolio of on premise, software-as-a-service (SaaS), and blended solutions to provide you with greater scalability, integration, ease-of-use, and rapid delivery options.

Core to the platform's value are the Ellucian Ethos Data Model and Ellucian Ethos Integration capabilities. Together, they solve one of higher education's biggest challenges—using data to improve decision making, increase performance, and drive student success.

Ellucian Extensible Ecosystem

Ellucian's Extensible Ecosystem (XE) is a strategic architecture that makes it easier and more efficient to implement, manage, and extend technology solutions. This flexible framework helps you expand or adopt new Ellucian solutions as priorities shift, without sacrificing existing technology investments.

We've made significant updates to Banner® and Colleague® by Ellucian based on Ellucian XE. These updates help you empower students, faculty, and staff alike with intuitive, easy-to-use solutions for managing their daily tasks, online business, and resources more efficiently.



Investments in customer success

Ellucian continues to make significant investments in our customer success program to help you maximize your return on investment. The customer success program provides the technical and product support you need to stay current on product releases and functionality as well as access to trainings, educational services, maintenance, and more. These resources, services, and tools are all provided to you as part of your current investments in Ellucian solutions.

Ellucian Customer Success Management program

Ellucian is committed to helping you succeed. To ensure you get the support you need, we have created the new Ellucian Customer Success Management program. Every customer is assigned to a dedicated customer success manager who will communicate regularly with you to make sure that you are aware of all the new features, functionality, and available resources as well as provide ongoing support. Value: a personalized Customer Resource Center and Product Adoption Tracking site.

Ellucian eCommunities

As an Ellucian customer, you are part of the largest community of higher education professionals in the world. This easy-to-use online community is a great way for Ellucian customers and employees to collaborate and share with each other. Value: an intuitive, adaptable user interface that makes it so easy to find information, submit questions, share best practices, engage with peers, and resolve issues quickly and efficiently.

Ellucian eSearch

Earlier this year we launched Ellucian eSearch, a robust search capability that helps you find answers to questions, product information, and updates within Ellucian eCommunities, the Ellucian Support Center, and the [Ellucian.com](http://ellucian.com) website. Value: dramatically streamlines support by providing quicker access to critical information.

Ellucian On-Demand Subscription Library (ODSL)

The ODSL content that clients can access through the Maintenance agreement is limited to a set number of topics. The Advantage level provides foundational training on navigation and terminology. The Advantage Plus level provides a set of '200 level' type courses that give overviews of the Ellucian systems and common processes.