Johnson,William

From:	Rhew, Lawrence <~~[redacted]~~
Sent:	Tuesday, March 19, 2019 6:09 AM
To:	Johnson,William
Cc:	Segal, Christi; Cominsky, Robert; Poster, Kevin
Subject:	Washtenaw CC - Sole Source Justification Document
Attachments:	WCC Ellucian Sole Source Justification .docx; Washtenaw CC - Technology_Mangement_Comparison_Matrix -2019-03-19.xlsx

Importance: High

Bill,

Here are two documents for your review...

    1> Sole Source

    2> A comparison matrix that supports the claim we are unique.

Please call with any questions, 409-370-2206.

Thanks,

Lawrence

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To: Dr. Rose Bellanca, President

From: Mr. William L. Johnson, Vice President and CFO

Date: March 18, 2019_____

RE: Ellucian Technology Management Services: Sole Source Justification

For the reasons stated below, I have determined that it is reasonable to suspend the bid process for the engagement of Ellucian Technology Management (TM) Services to manage the WCC information technology (IT) operations on the grounds that Ellucian Technology Management is the only practicable provider of the services being sought, and is the only single source provider with the requisite depth and breadth of experience to meet WCC's IT service needs. My findings are that Ellucian Technology Management is the only practicable source for the proposed services for the following reasons:

1. WCC is currently an Ellucian client with an approved and active Master Services Agreement (MSA) in place. To engage Ellucian for additional technology management services is simply a matter of writing a work order off the current existing MSA.

2. Ellucian's client base consists of over 2,800 colleges and universities globally. They are by far the largest and most successful technology firm dedicated exclusively to higher education. 100% of Ellucian's revenues, approximately $800M, are derived exclusively from the higher education sector, making them truly unique among information technology firms.

3. The Ellucian Technology Management (TM) Services Division has approximately 100 college and university clients where they provide IT leadership, management and innovation services. Fifty-five (55) are community colleges very similar to WCC, including local Michigan community colleges such as: Delta College, Muskegon Community College and St. Claire County Community College. In addition, Aquinas College and Marygrove College are Ellucian client institutions also located in Michigan. These colleges, as well as many others across the country, engage Ellucian TM to address the identical issues WCC is facing now. No other firm has a client base that even begins to approximate Ellucian's client base in size and/or scope, clearly supporting the fact they are the nation's leading provider of technology leadership, management and innovation services to community colleges (see Evaluation Criteria Matrix attached).

4. Based on the depth and breadth of WCC's systemic technology issues and challenges, as presented at our last Board Retreat, and considering our desire to significantly improve service levels, completely transform IT and, "leap frog" to the next level, an integrated comprehensive solution provider is required versus consulting and/or contract staffing. Ellucian is the only technology services firm that provides all elements of the required comprehensive solution as a single source, with numerous references in support of this solution. As a single source provider Ellucian's services include: comprehensive IT leadership, management and innovation services, administrative systems implementation and management (Banner), grants services, learning technologies, online and academic services, network/infrastructure support, 24/7 help desk/user services, strategic and tactical planning, change management services, communication planning, web/internet services, marketing and student recruitment services. Ellucian has a proven track record providing a complete, integrated Technology Management solution to over 100 institutions of higher education (see attached Evaluation Criteria Matrix).

5. There are many firms that provide specific consulting and staffing services related to network, administrative systems, security, planning etc. However, few are higher education specific as is Ellucian and none other than Ellucian provide all such services as a single source, exclusively with full-time employees (no sub-contractors or part-time staff). There are some small consulting and staffing firms that work with colleges and universities but again, none provide the complete solution, nor do they approximate the depth and breadth of Ellucian's expertise and extensive

resources. In addition, the smaller firms typically rely heavily on sub-contractors and/or part-time staff (see Evaluation Criteria Matrix).

6. As our present software provider (Banner) Ellucian, as a company, is uniquely qualified to support all our administrative software needs as Ellucian is the proprietary owner of Banner.

7. WCC is at a critical juncture with respect to IT transformation and effectiveness. We will soon be evaluationg and planning a complete modernization of Banner as well as a potential migration to the Cloud and Software as a Service (SaaS). This would be a major undertaking for WCC, an initiative that would require extraordinary IT leadership, management and subject matter expertise. For the reasons stated above, Ellucian is uniquely qualified to successfully manage the planning and potential execution of this transformation.

8. Ellucian stands apart from other firms as the only firm having significant experience implementing and supporting all major brands of administrative software for higher education institutions including: Banner, Colleague, PeopleSoft, Oracle, Jenzabar, Unit 4 and others. Specifically, and for obvious reasons, Ellucian has unparalleled extensive Banner expertise that is of particular importance to WCC as we consider Banner modernization and migration to the Cloud. However, the "worldliness" gained from their expertise in implementing and supporting non-Ellucian ERP systems, significantly enhances their ability to truly optimize Banner working as our partner.

9. Given the importance of learning technologies and our Workforce Development initiatives, Ellucian's considerable expertise in the design and rapid deployment of online programs (credit and non--credit), faculty development/training, and 24/7 student/faculty support, distinguishes Ellucian from other more limited IT services firms.

10. Ellucian is unique in its strategic and tactical planning capabilities. What distinguishes Ellucian from the well--known national consulting firms as well as smaller higher education consulting firms, is that Ellucian is a "practitioner." Unlike most consulting firms, Ellucian is actively engaged in IT management on behalf of its client institutions and is held accountable for successfully implementing the strategic/tactical plans it helps to develop. This adds enormous credibility and a high probability of success to all Ellucian planning and change management activities.

11. Ellucian also stands apart from other firms in that it provides 24x7 remote Network Management and Security Services. This additional level of support, above and beyond their onsite presence, provides continuous systems monitoring and guarantees pro-active security monitoring and problem resolution. To contract for this service separately from a generic network and/or security services firm does not provide the same value due to lack of higher education expertise and the inability to leverage other critical support services as part of an integrated solution. To build this capability "in-house" is not a good allocation of our time and resources in that it is not consistent with our core competencies (re-inventing the wheel syndrome).

12. Ellucian provides access to a highly sophisticated technology resource center, specific to higher education. All Ellucian clients benefit from thousands of person years of cumulative expertise through extensive document libraries of best practices, proven methodologies, interactive communities of practice, a skills locator capability, advanced training, professional development and mentoring programs. This is another value-add service that cannot be duplicated by WCC or by other generic, less capable and/or smaller technology consulting and/or staffing firms.

13. Ellucian has developed and implemented proven methodologies, "best practices" and metrics for every facet of higher education IT management. Management using "best practices" and metrics is unique to Ellucian and guarantees effectiveness. Unlike smaller higher education consulting and staffing firms, only Ellucian has 50+ years of higher education IT specific "lessons learned" benefiting their entire TM client base. In addition, Ellucian is a certified practitioner of ITIL and they implement these state-of-the-art standards at all of their TM client sites.

14. Ellucian is the only firm that is contractually accountable for success. Consulting and staffing firms are responsible for delivering time and materials. Ellucian goes beyond that and demonstrates true accountability for the success of the institution with respect to technology utilization and the attainment of operational excellence.

15. Additionally, the Ellucian Technology Management Division has provided occasional advice and counsel to WCC over the past few years and is very familiar with the strengths and weaknesses of WCC's IT operations. As a result, Ellucian has a clear understanding of our needs and can "hit the deck running" when and if called upon.

16. WCC is also interested in expanding its acquisition of grants funding. Ellucian has a nationally renowned Grants Services capability that has helped many colleges acquire several million dollars' worth of grants over the past few years. We believe that Ellucian could significantly improve our ability to successfully obtain critical grant funding.

17. Finally, the sole source process was designed specifically for the procurement of unique services, such as those provided by Ellucian, where a comparison to other like firms is not possible. Unlike software, consulting and staffing services, comprehensive higher education IT management services are highly specialized, and the service offerings sought by WCC are unique to Ellucian. These services cannot be evaluated through the traditional competitive bid process. To attempt to do so will only do a disservice to WCC, wasting valuable time and resources. In addition, the traditional bid process would invite bids from unqualified service provider firms who are interested in learning at our expense as they attempt to build a business where Ellucian is unique and clearly dominates. Other firms, in their attempt to gather data for proposal preparation and to promote themselves on campus, will only engage in a process that can be highly disruptive, wasting valuable time and sending mixed signals to the WCC community.

When these seventeen (17) factors are considered in their totality, it is unquestionable that Ellucian Technology Management is the single feasible source from which WCC can obtain the comprehensive information technology management services it seeks. I therefore recommend that the bid process be suspended for the engagement of Ellucian to manage the WCC information technology operations.

The purpose of partnering with a company to run your technology operations is to gain access to broad, deep and extensive IT expertise that is nonexistent at most colleges and universities.

Therefore, in selecting an IT outsourcing vendor, it behooves you to work with a firm that has unparalleled expertise versus one with just marginally more than the institution itself. If a vendor has only a handful of clients and/or employees, their ability to provide expertise and solutions is not much greater than the college hiring staff on their own, and they are far more expense. The value just isn't there.

The college is better off fending for themselves. A smaller, less experienced firm can't justify charging a premium if they don't have vast resources with extensive best practices and

Higher Education Technology Outsourcing Criteria	Ellucian	C.Work	Ferilli	Note
Higher Education Technology Experience and Focus				
Number of **Current** Technology Managed Services Engagements	160	3 to 5 (Note 1)	0 to 3	Current higher education clients where a significant (ex >50%) part of IT is outsourced.
Number of **Current** Full Time Employees	1000+ (Note 2)	50 to 60	0 to 20	Current Full Time employees, not subcontractors
Number of **Current** Full Time Employees that are CIO's	100+	10 to 20	5 to 20	Current Full Time employees, not subcontractors
Number of **Current** Full Time Emplloyees that are Network/Security Experts	140+	5 to 10	1 to 5	Current Full Time employees, not subcontractors
Number of **Current** Full Time Emplloyees that are Remote Central Experts	400+	20 to 30	20 to 40	Current Full Time employees, not subcontractors
Number of **Current** Full Time Emplloyees that are ERP Consultants/Developers/Experts	500+	20 to 30	20 to 40	Current Full Time employees, not subcontractors
% Company revenues derived from higher education	100%	100%	100%	
Years in higher education technology service	50	20	16	How many years has the company been serving the higher education market
Employee Relations and Support				
IT Technical and Management Recruiting Department	Large	Small	No	Professional in-house recruiting staff
Employee Development Programs	Formal	Ad Hoc	Ad Hoc	
· Management Development Program	Yes	No	No	
· Personal Development Plan System- all Employees	Yes	Yes	Maybe	
· Online Training Academy for all Employees (technical and non-technical courses)	Yes	No	No	
Knowledge Sharing				
Direct access to Ellucian proprietary products (capabilities/features/developers/programmers/research)	Yes	No	Yes	
Structured Communities of Practice – company wide (best practices, proven methodologies)	Yes	No	No	
Research and Development				
Higher education support - number of higher education and/or technology professional organizations of which the vendor is a major sponsor	30+	5 to 10	0 to 5	(CIC, AACC, ACCT, ATD, NLS, Educause, NACUBO, etc.)