

INFORMATION TECHNOLOGY SUPPORT PROPOSAL

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Kendall College of Art and Design
College of Professional & Technological Studies
College of Pharmacy – Grand Rapids

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Information Technology Support Proposal

KENDALL COLLEGE OF ART AND DESIGN
COLLEGE OF PROFESSIONAL & TECHNOLOGICAL STUDIES
COLLEGE OF PHARMACY – GRAND RAPIDS

EXECUTIVE SUMMARY

The growth in student enrollments at Kendall College of Art and Design (KCAD) and the satellite campuses for Ferris' College of Professional and Technological Studies (CPTS) and the College of Pharmacy (COP) require the University to rethink how IT support needs can be addressed in an efficient and cost-effective manner to locations outside of Big Rapids. Sandra Davison-Wilson, Vice President for Administration & Finance for Kendall College of Art & Design, and Dr. Don Green, Vice President for Extended & International Operations and Dean for College of Professional & Technological Studies, requested that Information Technology Services (IT Services) management review their areas' support needs and current service delivery models. The purpose of this document is to suggest how these colleges could have an IT support model that would standardize the support structure, improve support request management, and establish procedures and processes for all to follow. The new models will also clarify resources, roles, responsibilities, expectations, services and staff reporting.

The colleges recognize that additional human resources are required to support the growth in satellite campuses and provide adequate customer support services. The challenges for the new model are:

- Identifying additional human resources and funding sources;
- Aligning human resources with college's needs;
- Addressing the support needs of satellite campuses across the state; and
- Managing physical infrastructure growth in Grand Rapids; while
- Addressing the uniqueness of colleges;
- Implementing a mixed support strategy; and
- Maintaining local use of human resources to support customers.

The two proposed support models are a mixed delivery strategies that will address the requirements defined by the colleges' leadership.

The CPTS and COP model will combine resources to form a support structure that adheres to the current IT Services model. The model will utilize existing process, procedures and will integrate roles, responsibilities and staff reporting.

The KCAD model will continue to maintain independent services for primary service desk support of incident, request and problem management for desktops. The model will integrate the local Kendall support services with the Big Rapids support structure by using the University standard service management software. This will formalize the tracking of incidents, requests and problems and standardize the workflow processes to improve response times for support beyond service desk staff.

Lastly, the growth in Grand Rapids facilities and satellite campuses require additional network infrastructure support resources. The complexity and diversity of University applications delivered over the Internet has increased over time. Unfortunately, the application delivery performance has been poor which causes customer frustration, loss of productivity and potential loss of future students. This third leg of the support model is a shared resource that will be part of the existing network infrastructure team, be located in Grand Rapids, with a primary responsible for Grand Rapids and satellite campus locations.

SUPPORT STRATEGY FOR COLLEGE OF PROFESSIONAL & TECHNOLOGICAL STUDIES AND COLLEGE OF PHARMACY

The College of Professional and Technological Studies (CPTS) has recently invested in personnel to provide technology support for the Grand Rapids area and has worked closely with IT Services on integrating the support. The College of Pharmacy (COP) has had multiple sites to support and has utilized part-time employees to support technology. Now that they are consolidating locations to a single site in Grand Rapids, the colleges have agreed to combine resources for classroom and customer desktop support services for Grand Rapids facilities. CPTS has proposed using a part-time computer technician for other satellite locations in Michigan.

Specific Support Needs

- See Appendix “Services List”

IT Services Operations/Responsibilities

- First point of contact for support is the Big Rapids campus service desk (TAC)
- Utilize current service management software for incident, request, and problem management
- Utilize current hardware and software procurement system for IT purchase
- Responsible for second level support for desktops
- Responsible for learning spaces and offices
- Network Technician primarily responsible for all Grand Rapids building networks, equipment, monitoring, firewalls, problem resolution
- Big Rapids campus employees available for major projects and problem resolution

Resources

- Technology Coordinator – Velislav Pavlov
- Computer Technician - 2 New FTE GR location, 1 achieved by combining 2 part-time positions currently in COP, the other funded by CPTS
- Regional Computer Technician – 1 New part-time technician based at remote locations and shared geographically where possible
- Network Technician – 1 New FTE, shared position, with primary location/responsibility in GR due to expected facilities growth over the next 2 years, funding COP 25%, CPTS 25%, KCAD 25%, University Central 25%, reporting to centralized IT Services
- Big Rapids campus employees available for major projects and problem resolution

SUPPORT STRATEGY FOR KENDALL COLLEGE OF ART & DESIGN

The Kendall College of Art and Design (KCAD) has improved technology support over time by investing in human resources and service desk offerings to address local response time and customer satisfaction of desktop support. The leadership feels that there has been significant progress in this area and is something they do well. Therefore, the college wishes to continue running a separate service desk and desktop support services. However, they are interested in integrating the services with the rest of campus by utilizing the same service management software to manage incidents, requests, and problems. This will standardize the support request process, workflow process and best practices with the intended to improve overall response for services.

Specific Support Needs

- See Appendix “Services List”

IT Service Operations/Responsibilities

- First point of contact for support is the Kendall service desk
- TAC will be a secondary service desk for Kendall faculty, staff and students when Kendall technicians/service desk are unavailable
- Utilize current service management software for incident, request, and problem management
- Utilize current hardware and software procurement system for IT purchases
- Responsible for first level support for desktops via phone
- Responsible for second level support for desktops (meaning a desk side visit)
- Responsible for learning spaces and offices
- Network Technician responsible for building networks, equipment, monitoring, firewalls, problem resolution
- Big Rapids campus employees available for major projects and problem resolution

Resources

- Director of Technology – Eric Menold
- Computer Technician – Matt Engels
- Computer Technician – Travis Wollman
- Phone Support - Students
- Network Technician – 1 new FTE, shared position with primary location/responsibility in GR due to facilities growth over the next 2 years, funding COP 25%, CPTS 25%, KCAD 25%, University Central 25%, reporting to centralized IT Services
- Big Rapids campus employees available for major projects and problem resolution

Proposed Org Chart

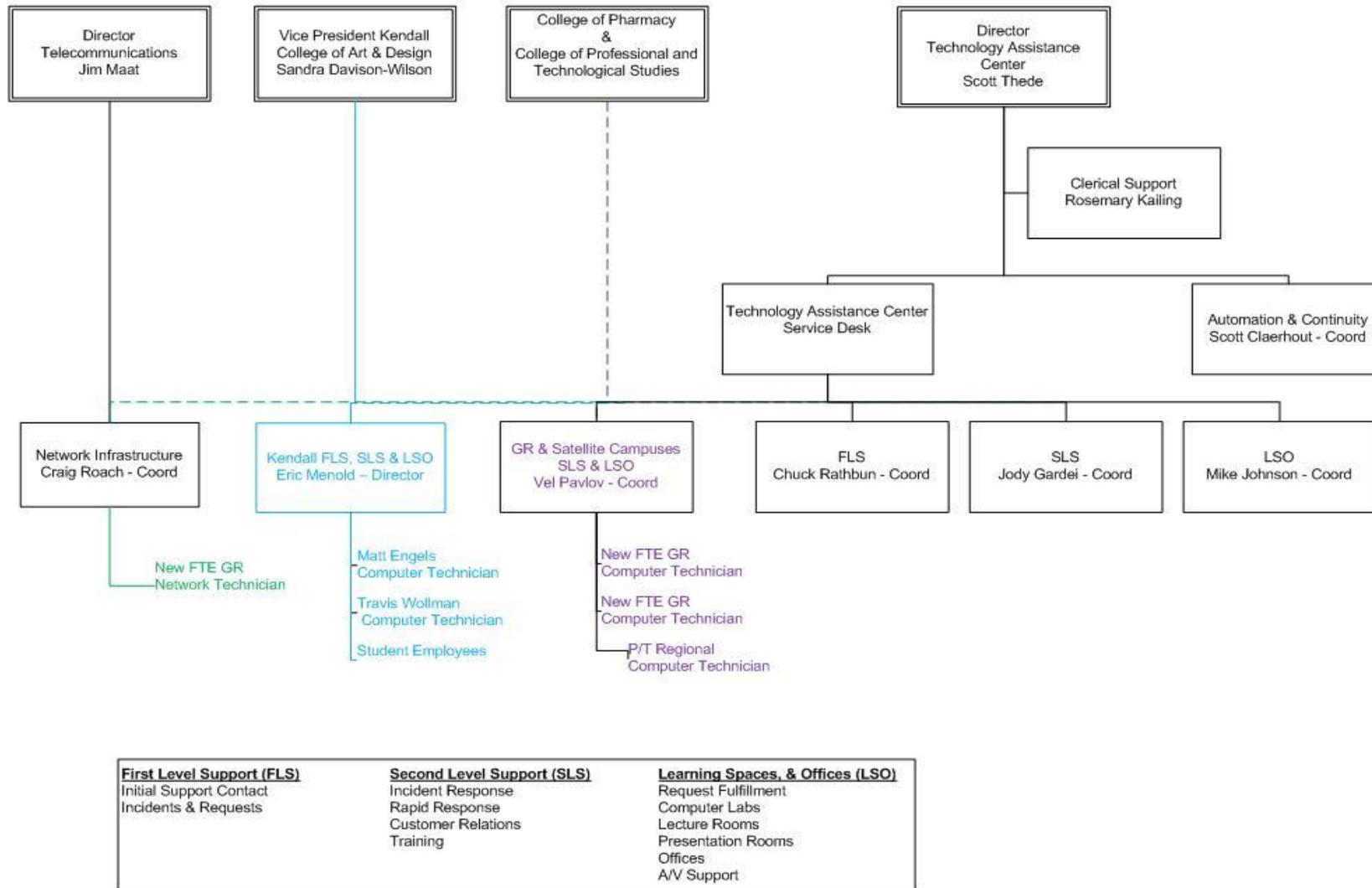


Figure 1: The solid lines represent direct management reporting. The dotted lines represent workflow processes and communications.

IT SUPPORT RESOURCES

The new IT support model does require an investment in human resources to support the growth in facilities, enrollment, and advancement in technologies. The following table identifies these resources, funding and reporting lines from the proposed organization chart.

	FTE	Reporting	Funding	Existing	Add'l Cost	Comments
Kendall	1	Kendall	Kendall	Yes		Full Time Temporary to Continuing, minimal cost
	1	Kendall	Kendall	Yes		
	1	Kendall	Kendall	Yes		
CPTS/COP	1	IT Services	CPTS	Yes		
	1	IT Services	COP (85%), 100% Kendall (15%)	Yes	\$36-40,000 + Benefits	New, combining 2 part-time positions into 1 FTE, Kendall may contribute 15% of Salary & Benefit to help support their media equipped classroom needs
	1	IT Services	CPTS	New	\$36-40,000 + Benefits	New, 1 FTE, Primary CPTS/COP in GR and western regional sites
	.6	IT Services	CPTS	New	\$18,720	New, 1 part-time employee, Eastern Regional Site Support
IT Services	1	IT Services	CPTS, COP, Kendall, Central (25% each)	New	\$55- 60,000 + Benefits	New 1 FTE, Network Infrastructure Support for GR locations, also available for all regional sites and main campus
Totals	7.5					

CONCLUSION

The process used to compose the proposal was iterative with the shared goal of creating an IT support strategy for Grand Rapids and satellite campuses to address the college's needs. Multiple meetings were held in Grand Rapids and Big Rapids where needs, concerns, ideas and decision were made on the strategy. In order to be successful all parties understood that some sharing of resources, reallocation of existing resources, and changing processes was necessary to achieve the goal.

The proposed IT support strategies are designed to provide quality support services for the Grand Rapids campuses and satellite campuses. These locations have grown significantly over time in enrollment, facilities and technology. Unfortunately, the IT staffing and support services have not kept pace with the growth. This proposal is submitted to address current and future IT support issues in Grand Rapids and satellite campuses.

IT Services and all colleges that participated in developing this proposal strongly support the strategy and are willing to provide resources to execute the proposal.

APPENDIX A: IT SERVICE MANAGEMENT OVERVIEW

Information technology support organizations everywhere are always being asked to do more with less, and help their businesses succeed. In addition, our staff and customers want us to define/refine roles and responsibilities, policies, processes, and procedures to provide structure and guidance in their work. We also need to let our customers know what we can and cannot do, and what they can do to help.

IT Service Management (ITSM) is a process-based practice intended to align the delivery of information technology (IT) services with needs of the enterprise, emphasizing benefits to customers. IT Service Management (ITSM) is a process-based practice intended to align the delivery of information technology (IT) services with needs of the enterprise, emphasizing benefits to customers.

The benefits of following these best practices include:

- Reduction in costs through consolidating systems
- Improvement of productivity of IT operational staff by developing repeatable processes
- Clarification of IT roles and responsibilities by documenting policies and procedures
- Improvement in identification of root causes behind IT breakdowns and outages
- Promotion of the value of IT through a service catalog
- Reduction in “self-inflicted” outages
- Creation of a knowledge base that diminishes reliance on specific individuals and allows us to reduce training time for staff

The best part is the ITSM processes are mostly “common sense,” and some of these processes we already do in some form. Some are less defined, while others are more mature. The core components of ITSM that we need to focus on are:

1. Service Catalog Management
2. Request Management
3. Incident Management
4. Problem Management
5. Service Level Management
6. Configuration Management
7. Event Management
8. Change Management
9. Knowledge Management
10. Service Desk

As part of our first steps to implement this new culture, we had a basic Information Technology Infrastructure Library (ITIL) Foundations training course led by a vendor who specializes in ITIL and service management on the main campus this past spring break. Vel Pavlov and Eric Menold both attended the training, and we plan to have them participate in our ITIL initiative, including selecting a new tool and documenting processes.

APPENDIX B: SERVICES LIST

Services Provided by Big Rapids Campus IT Services

Services provided can be broken down into following responsibilities:

1. **Network Support**
2. **Server Support**
3. **Application Support**
4. **Service Desk**
5. **Other Services**

1. **Network Support**

Network Support includes but is not limited to:

- Maintaining license agreements on network hardware
- Monitoring and updating network hardware
- Monitoring and maintaining connections via fiber and copper between network components
- Troubleshooting and fixing network hardware and software issues.

Active Network Hardware at Kendall and CPTS Includes:

- Switches
- Wireless Security Switch
- Routers
- Firewall
- Packetshaper
- Merit Connection and related hardware

2. **SERVER SUPPORT**

Server Support includes but is not limited to:

- Maintenance and support for all servers primarily supported by main campus
- Creation of all student staff and faculty user objects
- User access to main campus network storage
- Novell client configuration
- Authentication for students, faculty and staff
- Support for Groupwise Messenger

List of servers primarily supported and installed by main campus, but located at satellite campuses

- OPT2 (Primary DNS/DHCP/WMS)
- Jason (Wireless DHCP)
- WhatsUp (Network monitoring)
- Radius (Wireless authentication)
- KCADNW1 (Authentication and network storage Kendall admin and student services)
- CPTSNW1 (Authentication and network storage for CPTS)

3. APPLICATION SUPPORT

Application Support includes but is not limited to:

Account management and system administration of:

- MyFSU
- Kronos
- Millennium
- EMAS
- Aceware Student Manager
- Banner
- TouchNet
- FerrisConnect/ Blackboard
- Student Gmail
- Lotus Notes
- Additional assistance for other applications as needed on a case-by-case basis

4. SERVICE DESK

The Technology Assistance Center (TAC) provides a service desk function and is the first point of contact for all IT support services.

IT service desk functions include:

- Using software to record and document support incidents, requests, and problems
- Resolving customer concerns via multiple channels as appropriate: phone, chat, email, or remote desktop support
- Forwarding unresolved customer issues to second and/or third level support staff via predefined workflow

The TAC will be a secondary service desk for Kendall faculty, staff and students when Kendall technicians/service desk are unavailable.

Kendall customers may call the TAC for the following reasons, but not limited to:

- MyFSU password resets
- Lotus Notes password resets
- TAC also has a coordinating role in user account management for Kendall faculty and staff.

6. OTHER SERVICES

Other services provided through main campus IT Services:

- Filling of discount software orders for students, faculty and staff
- Purchasing assistance
- Membership in volume software licensing for cost reduction
- ID card printer software support and hardware

Services provided by Satellite Campus Support Staff

Services provided can be broken down into following responsibilities.

1. **Service Desk – Kendall Only**
2. **Second Level Support**
3. **Learning Spaces and Office Support**
4. **Specific IT Support Services – Kendall Only**

1. Service Desk (Kendall Only)

The Kendall College of Art and Design will provide a separate service desk function for first point of contact for all Kendall IT support services. The service desk function will utilize the University selected service management software to manage incidents, requests, and problems. This will standardize the support for request process, workflow process and best practices, with the intended to improve overall response for services from both IT Services and Kendall IT services.

Typical functions:

- First point of contact for Kendall customer IT support during standard business hours
- Utilize software to record and document support incidents, requests, and problems
- Resolve calls via phone or remote desktop support where appropriate
- Forward unsolved calls to second level support staff via software workflow

2. Second Level Support

The second level support service is comprised of computer technicians that work on incidents and problems received at the service desk.

Typical functions:

- Work on incidents or problems recorded and forwarded via service desk software
- Work on problems on a priority based systems
- Utilize remote desktop support to resolve issues where appropriate
- Work on directly with customers to resolve issues
- Document all work on customer
- Forward unsolved customer concerns to next level of support staff via workflow

3. Learning Spaces and Offices

The learning spaces and offices are responsible for initial setup of technology-equipped classrooms, computer labs, conference rooms and offices. In addition, the group is responsible of all new requests for software and hardware for the same locations.

Typical functions:

- Start of semester classroom and computer lab readiness
- Computer and other supported device operating systems, standard, and unique software loads
- Procurement of all end user computer related hardware and software

- Annual replacement cycle of primary computers for employees
- Asset lifecycle management of hardware and software in partnership with TAC's Automation and Continuity Team
- Lab and classroom reimaging
- Audio/Visual support of related equipment
- Classroom renovation and upgrades
- Checkout of A/V related equipment

Specialized Functions:

- Support of:
 - Distance learning systems
 - Microphones / Echo cancellation
 - Control systems
 - Document station
 - Video cameras
- Transmission facility troubleshooting
- Adobe Connect operation and support
- Remote faculty/Intern communications support

4. Kendall Specific IT Support Services

The following is a list of specific IT support services provided by Kendall IT Staff.

APPENDIX C: SUPPORT REQUEST PRIORITIZATION POLICY

In any organization, the need to effectively prioritize support calls is a critical process for providing high quality, efficient service.

Priority Level Determination will be affected by the following criteria:

- Number of customers affected
- Effect on business mission
- Context of problem
- Deadlines
- Application involved
- Frequency of problem
- Customer's sense of priority
- Availability of workaround
- Threat to data integrity or computer security

Definitions:

Response Time: Is the time by which the support team responsible for the resource or service acknowledges their assignment and contacts the customer to assess the situation.

Resolve Time: Is the time that the support team(s) will be expected on average to solve the work order for the customer. The team coordinator and technicians of the support team will monitor calls based on priority level, and work as a team to resolve the work in the expected resolve time. If it is not resolved in the expected time, it will escalate to the manager for further resource allocation or other action.

Resource: a server, service, device, or application

Down: completely non-functioning

Incident: Heat Service Type – mostly for a single customer work order. Incidents usually relate to an ITS provided resource that is no longer functioning

Request: Heat Service Type - is a change to a functioning resource or a request for a new resource.

Problem: is determined when a pattern of similar incidents is recognized, and there needs to be a root cause analysis/solution done to resolve the reported incidents.

Priority		Definition	Examples	Response Times	Resolve Targets
E1	Major Outage	Campus wide mission critical application/server/ device down.	<ul style="list-style-type: none"> Tier 1 Network Services/ Infrastructure Resources as per Disaster Recovery Plan. (Ferris Connect, Banner, DNS, Novell) 	Immediate	ASAP. Notify managers of affected areas immediately and CTO.
E2	Limited Outage	More limited area or limited use service down. Time sensitive incident.	<ul style="list-style-type: none"> Tier 2 Network Services/ Infrastructure Resources as per Disaster Recovery Plan. <p>Outage or technical problem preventing the function of critical business service:</p> <ul style="list-style-type: none"> CSS Service desk Clinics Library Service Desks Point of Sale systems Lab or specialized classroom Large lecture halls Technical problem interfering with a class in session 	15 minutes	Resolve in 1 hour. Escalate to Team Coordinator if not resolved in 1 hour. Escalate to manager in 4 hours.
1	Critical	Single user or group prevented from working. No effective work around exists. It is a time sensitive issue.	<p>Tier 3 Network Services /Infrastructure Resources as per Disaster Recovery Plan. Reset password for essential system. Data security possibly in jeopardy</p> <p>University owned device: Won't boot User can not log in to workstation Hardware or software necessary for completion of essential work not functioning Network printer down with no other options for printing</p>	Within 1 hour during business day	4 hours during the business day. Escalate to Team Coordinator if not resolved in 4 hours.
2	High	Problem where work is proceeding but impaired. A work around exists.	<ul style="list-style-type: none"> Dead port in res hall room Res hall lab computer down <p>University owned device:</p> <ul style="list-style-type: none"> Toner cartridge low Lotus Notes inbox full Computer missing software not needed for current class 	Within 4 hours during the business day	Resolve in 5 business days. Escalate to Team Coordinator in 3 business days.
3	Medium	Little or no business impact and customer can still work. Can wait to be scheduled.	<ul style="list-style-type: none"> Non-critical upgrade or installation of hardware or software New computer under PCR Relocate monitor on desk Scheduled training 	Within 6 business days	Resolve in 20 business days. Escalate to Team Coordinator in 11 business days.
4	Standard	Will be not included in escalation procedures, unsupported request, or internal planned, non-critical work.	<ul style="list-style-type: none"> Clean lab computers or mice Develop documentation for non-critical topic / training Personally owned computer repairs by STS Student Gaming issues Scheduled maintenance or upgrades 	Within 11 business days	Resolve as work load permits, or as scheduled in target date/time.

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