1. Support Services Report Template

Report Info

Name of the person completing this report: Mercedes Alvarez-Arancedo
Title of the person completing this report: CIS Director and USS Director (Interim)
Supervisor/dean reviewing report: Borre Ulrichsen
Service:Operate and manage the campus service desk
Division/College: Information Technology Services (ITS)
Name of second reviewer (if necessary): Brad Wells

3. Mandated Service

Link to Scoring Rubric

1.1 Please indicate below if any aspect of the service is legally mandated by any of the following and provide the relevant reference.

Provide a brief explanation, if necessary, in < 60 words.

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4. Importance of Service

Briefly describe the service in terms of its primary function(s) and purpose(s) using <120 words

Service Desk is the Single Point of Contact (SPOC) for all IT customers and users (staff, student, faculties, and others such as applicants and alumni). The goal of Service Desk is to restore interruptions to services as efficiently and quickly as possible (Incident Management) and to assist in the facilitation of service requests, whether via self-service or direct contact via phone, email, chat, or alternative channels (Request Fulfillment).

Link to Scoring Rubric

2.1 Who are the primary receivers of this service? (Please enter the percentage of each user group that is relevant)

Students: 12%
Faculty: 32%
Administrators/staff: 55%
Other: 1%
Total: 100%

Link to Scoring Rubric

2.2 Please indicate the direct or indirect impact of the service on students for each of the three University Action/Student Impact Areas listed below (for example processing financial aid applications would be direct impact on students while managing utility services would be indirect).

<table>
<thead>
<tr>
<th>Impact Area</th>
<th>Direct Impact on Students</th>
<th>Indirect Impact on Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Provide a brief narrative (<60 words each) explaining your selection for each area.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>Service Desk is the single point of contact between applicants and IT Service Management and support (which includes incident resolution and Q&amp;A).</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>Service Desk is the single point of contact between students and IT Service Management and support (which includes incident resolution and Q&amp;A).</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>Service Desk is the single point of contact between alumni and IT Service Management and support (which includes incident resolution and Q&amp;A).</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric

2.3 Applying the four choices presented below, please indicate the consequence of NOT having this service on each of the actions in the left hand column.

<table>
<thead>
<tr>
<th>Area</th>
<th>4 - Service provides evidence of direct impact in more than one area</th>
<th>3 - Service provides evidence of direct impact in one area</th>
<th>2 - Service provides evidence of indirect impact in more than one area</th>
<th>1 - Service provides evidence of indirect impact in one area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Provide a brief narrative (<60 words each) explaining your choice.

<table>
<thead>
<tr>
<th>Area</th>
<th>Evidence submitted to support the chosen selection (&lt;60 words for each selection)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-college (helping students to enter the system)</td>
<td>If this service is not provided, potential students would have a difficult time navigating the application process and customer satisfaction will decrease. Some of the applicants may assume that this experience will continue throughout the life-cycle of their studies at CSUEB and they may decide to go to a different institution. On the other hand, some applicants may not be able to complete the process due to lack of information and access to ITS available services.</td>
</tr>
<tr>
<td>During college (helping students succeed while they are at Cal State East Bay)</td>
<td>If this service is not provided, students may have a very difficult time accessing to their instructional materials and other elements needed. This may be detrimental to their experience at campus, which may derive in some students requesting a transfer to another institution or not being able to complete their studies due to lack of support.</td>
</tr>
<tr>
<td>After college (helping students establish meaningful lifework and be socially responsible contributors to society)</td>
<td>If this service is not provided, alumni would have a difficult time accessing to ITS services and support.</td>
</tr>
</tbody>
</table>

Link to Scoring Rubric
### 2.4 Alignment with Shared Strategic Commitments

<table>
<thead>
<tr>
<th>Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship</th>
<th>If aligned or contributing, provide a description. (&lt;60 words for each SSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development</td>
<td></td>
</tr>
<tr>
<td>Serve students first, by expanding access and enhancing each student’s educational experience and prospects for success as a graduate and lifelong learner</td>
<td></td>
</tr>
<tr>
<td>Foster a vibrant community through enriched student services and student life that support student engagement and learning</td>
<td></td>
</tr>
<tr>
<td>Contribute to a sustainable planet through our academic programs, university operations, and individual behavior</td>
<td></td>
</tr>
<tr>
<td>Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University</td>
<td>This service supports this shared commitment by making it easy and transparent to request ITS services, by tracking the fulfillment of the service and by restoring interruptions to services as quickly as possible. Service ownership by ITS managers ensures accountability for service delivery.</td>
</tr>
<tr>
<td>Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility</td>
<td></td>
</tr>
<tr>
<td>Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

**Link to Scoring Rubric**

### 2.5 How might the demand for this service change over the next five years? (Please choose one category below).

**Likely to increase**

Provide a rationale for your choice (assumptions, impact of new policy, etc.) in <120 words.

As the era of mobile devices and applications, virtual technology, social media, continue to develop, higher education continues to adapt to these new technologies for ease of offering education that could reach to a wider range of potential students. The many choices of technology and methods used will place a demand for just-in-time-support where self-help cannot be found. A demand for a support service that has a comprehensive understanding of the customer needs, business needs and IT service solutions is likely to increase.

**Link to Scoring Rubric**

### 5. Quality of Service

**3.1 Do you assess the quality of the service you provide?**
If “Yes”, what benchmarks, best practices or measures of success, either internal or external, do you use to measure service quality (e.g., timeliness, accuracy, adequacy, meeting deadlines, satisfactory completion of assignment, etc.)? Please describe in <120 words. If no, please explain.

Each year, CSUEB participates in two major surveys that span all of higher education; the EDUCAUSE Core Data Survey, and the Campus Computing Survey. IT leadership uses the survey results to benchmark technology budgets and staffing against industry best practices. The IT organizational structure and individual services are compared to similar institutions.

3.2 During the last three years, have you adopted any measures to improve the quality of this service? Please describe in <120 words.

We are currently executing ITSM re-engineering program with the objective to: raise IT Process Maturity Level by implementing ITIL best practices and to implement a culture shift at CSUEB, where all aspects of IT service delivery are reviewed on a continuing basis in an effort to raise the bar of the ITS organization over time.

USS employees have been instructed in Information Technology Infrastructure Library (ITIL), a set of market best practices for IT service management which focuses on aligning IT services with the needs of the organization.


3.3 What idea(s) do you have for improving the quality of this service within existing resources (e.g. development of benchmarks, surveys, feedback, etc.)? Please describe your plan(s) in < 120 words.

ITS has embarked on a multi-year program aiming to raise the organization maturity level by improving its processes and implementing an IT service management system (including service desk ticketing to replace legacy system).

The new ticketing system increases campus community visibility in regards to ticket status/resolution and provides information/reports/dashboards to ITS managers to better manage their service related operations. In addition, the system will provide new opportunities to optimize service fulfillment processes which are currently time and labor intensive. Example of such fulfillment processes include: procuring hardware and software, system access and security, etc.

3.4 What ideas do you have for improving the quality of the service if additional resources were provided. Please describe your idea(s) in <120 words.

If additional resources were provided, quality could be improved by providing additional training to our staff which will result in faster resolution response by employee, and by increasing the number of Service Desk staff which will increase the ticket responsiveness as a whole. Additionally, quality of the service could be improved by adding a walk-in services for faculty, administration/staff and students.

3.5 Do you use any formal or informal process to assess the level of satisfaction of the service users?

Yes
ITS Leadership meets with Vice Presidents, Deans, as well as representatives from faculty, staff and students on a regular basis to collect informal feedback on customer satisfaction. Additionally, informational interviews and focus groups are conducted with heavy users of this service.

Service Desk runs annual and ad-hoc customer satisfaction surveys. With the implementation of Service Now ticketing tool, we expect to have a more fluent way to assess the level of customer satisfaction related to this service.

3.6 The university recently conducted a customer satisfaction survey for some services (results for this service are attached, if applicable). Do you have any comment or response to the results? Please describe in <120 words.

N/A

3.7 Do you have any formal or informal guidelines for personnel in your department regarding how to treat/interact with receivers of this service?

Yes

If yes, please describe in <120 words. If no, please explain.

The division follows university policies and guidelines from Human Resources, Finance, and others in managing day-to-day operations. In addition to this, this service follows ITIL framework, which is a set of international best practices for IT services management solutions.


3.8 Does your service have annual goals (targets) of achievement regarding the quality of the service provided?

Yes

If yes, describe the annual quality goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.

This service annual quality goals are represented by Service Level Agreements (SLA) previously negotiated with the campus community.

3.9 Does your service have annual goals (targets) of achievement regarding the quantity of service provided?

No

If yes, describe the annual quantity goals (targets) and indicate if the service achieved those goals (targets). Please provide evidence, if possible, in <120 words. If no, please explain.
4.1 Using the spreadsheet provided for all employees in your department, please distribute salaries of individuals across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

661962

Attach your allocated spreadsheet here.

ITS_ExpenseAllocation_4-1 and 4-2.xlsx

4.2 Using the spreadsheet provided, please distribute your department’s annual operating expenses across all services provided to reach an educated or reasonable estimate of the cost of providing the service.

324834

4.3 Using the spreadsheet provided, please distribute the square footage of work space across all services provided to reach an educated or reasonable estimate of the use of this resource.

4519.75

Attach your allocated spreadsheet here.

ITS_SpaceAllocation_10112013 - 4-3.xlsx

4.4 During the last three years, have you adopted any measures to improve the efficiency (cost effectiveness) of providing this service (e.g. reducing salary costs, operating expenses or use of space, or increased output without increasing cost. Etc.)?

Yes

If yes, please describe the measures in <120 words. If this is a new service introduced over the past three years, please indicate. If no, please explain.

ITS organization embarked in a multi-year program aiming to increase efficiency by streamlining ITS processes and implementing Service Now ticketing system (Footprint replacement).

With the objective of enhancing communication by increasing the number of communication channels between Service Desk and CSUEB community, Service Desk implemented a centralized phone system to receive calls in 2012. This function was not available before 2012.

4.5 What idea(s) do you have for improving the efficiency (cost effectiveness) of this service within existing resources (e.g. restructuring, merging, outsourcing, ways to cut costs, technology, etc.)? Please describe those ideas in <120 words.

ITS has embarked on a multi-year program aiming to raise the organization maturity level by improving its processes and implementing an IT service management system (including service desk ticketing to replace legacy system).

The new ticketing system provides self-service features to request services in a more efficient manner and the ability for users to check the status of outstanding tickets.
Automating the fulfillment of the processes will free up IT staff to work on enhancing current services as well as adding new services as requested by the campus community.

4.6 What idea(s) do you have for improving the efficiency (cost effectiveness) of the service if additional resources were provided. Please describe your idea(s) in <120 words.

If additional resources were provided, we would be able to accelerate the speed of ITSMR program by deploying additional functionality aiming to improve the efficiency of the service. Additionally, if additional resources were provided, we could move faster in continuing streamlining current business processes.

We would like to implement a walk-in service where student/staff and faculty can bring their CSUEB computer and devise. This model works very well for other universities.

4.7 Do you have any plan(s) to improve the efficiency (cost effectiveness) of this service in the next 1-2 years (e.g. reducing costs, increasing productivity, etc.)?

Yes

If yes, please specify whether these plan(s) involve reducing salary costs, operating expenses and/or use of space. Please describe your plan(s) in <120 words. If no, please explain.

Continue process streamlining and automation of IT services. Implement IT asset management system to track all CSUEB hardware and software assets. This will allow IT to respond more quickly to issues, to use the data to resolve the issue more quickly, and to implement maintenance programs to proactively replace IT assets before they reach their end of life.

Enhance current IT change management system to ensure that all changes to IT infrastructure or configuration are analyzed, designed, tested, and implemented in a structured fashion, which will reduce the risk of unplanned IT service outages.

4.8 Please describe the estimated output for this service for fiscal year 2011-12, quantify if possible (e.g. volume, service tickets resolved, people serviced, appointments, etc.) in <120 words.

The primary receivers for Service Desk support are the following three groups: Students, Faculty and Administrators/Staff. Service Desk also supports other groups such as applicants, alumni, and vendors.

This exercise focuses only on the primary receivers of this service. Service Desk reports 23,738 tickets for incidents and services request for a year spam for students, faculty and administrators/staff. These tickets are as follows:

Service request for faculty: 4,854. Incidents for faculty: 2,834.
Service request for students: 691. Incidents for students: 2,252

7. Other

5.1 Are you aware of services similar to this one that are being provided by another department at CSU East Bay?
If yes, please provide a list of those departments. How are the services described here similar or different? Please describe in < 60 words.

<table>
<thead>
<tr>
<th>Library: walk-in IT services support for students support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other areas providing call center or walk-in support for faculty, staff and/or students (not directly IT related) are:</td>
</tr>
<tr>
<td>PEM: call center for applicants and students support</td>
</tr>
<tr>
<td>HR: walk-in front office for faculty and administrators/staff support</td>
</tr>
<tr>
<td>Facilities: TMA ticketing system</td>
</tr>
</tbody>
</table>

5.2 Is there anything unique or distinctive about your service? Please describe what is unique or distinctive in <120 words.

Service Desk is the Single Point of Contact (SPOC) for all IT customers and users (staff, student, faculties, and others such as applicants and alumni). The goal of Service Desk is to restore interruptions to services as efficiently and quickly as possible (Incident Management) and to assist in the facilitation of service requests, whether via self-service or direct contact via phone, email, chat, or alternative channels (Request Fulfillment).

5.3 Are there any additional things about this service that you would like the task group to know? Please describe/explain in <250 words.