Management Operations Review Team (MORT)  
Report of the Desktop Computing Services  
Tiger Team

Committee Charge
Executive Vice President (EVP) Diaz and Provost Woodson created a Management Operations Review Team (MORT) to seek and implement improvements to our operational services. The MORT team consists of Dean Akridge (Agriculture), Dean Jamieson (Engineering), Dean Weiser (Liberal Arts), Vice President Almond (Business Services), Vice President Buckius (Research), Vice President McMains (Physical Facilities), Vice President McCartney (Information Technology), and Managing Director Ken Sandel (Office of EVP and Treasurer).

The MORT group selected information technology (IT) on the West Lafayette campus as the first focus area to examine potential synergies and costs savings. Six committees, called Tiger Teams, were formed to examine the following areas: data centers, campus IT organizational structure, email services, OnePurdue, desktop computing services, and the computer labs. Each team was tasked to provide recommendations to improve the management, efficiency, and accountability of campus-wide information technology operations.

Executive Summary
General Fund Approach
An analysis of desktop support on the West Lafayette campus found that units providing desktop support were funding the costs from their general funds and that few units provided service outside their areas. Further, the working group concluded that the movement of ITaP’s costs to a recharge center was inappropriate since there is no intent to recover these services from outside-funding sources and creates an inequity with similar operations.

Recommendations
The working group recommends that units that support their own desktop computers should budget the staff and other costs in their departmental operating budgets. Units that provide desktop support to other departments will recover the costs through a Service Level Agreement (SLA) process. Units that receive support from other departments will pay for the service at the amount agreed to in the SLA.

Service Level Agreements
An SLA will be executed between the unit providing the desktop support service and customer department receiving the service. The SLA will document the services provided and the payment amount for the services. The SLA will include the following information: term, contact information, funding, service overview including hardware and software support, and approvals. Additional information may be included where relevant. A template SLA is provided as Appendix B.
Fee Assessments
Each desktop support unit will determine the fee for providing the service based on its departmental general-fund costs. Fringe benefits will not be included in the fee, as they are charged to the central pool accounts. Rate proposals will not be required. The fee charged for a service will be documented in the SLA.

Charging Procedure
All costs will be incurred on the general-fund accounts of the units providing the service. Departments receiving the service will process nonrecurring budget transfers to the supporting unit based on the assessment for the service. Budget transfers will be done at established intervals to be determined. The cost of providing desktop computer support is an unallowable charge on sponsored project accounts.

Other Issues
ITaP’s current desktop support recharge activity will be transferred to the general fund once this proposal is approved. SLAs will be processed for all current customer departments. The current-year (2009-10) deficit resulting from fringe benefit charges will be addressed with Budget and Fiscal Planning.
## Appendix A: Team Membership

The desktop computing services Tiger Team consisted of the following members:

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darryl Borgonah</td>
<td>ITaP Business Office</td>
<td><a href="mailto:dborgona@purdue.edu">dborgona@purdue.edu</a></td>
<td>69616</td>
</tr>
<tr>
<td>Julie Kercher-Updike</td>
<td>ITaP, AVP Customer Relations</td>
<td><a href="mailto:jkercher@purdue.edu">jkercher@purdue.edu</a></td>
<td>62272</td>
</tr>
<tr>
<td>Connie Lapinskas</td>
<td>Associate Provost, Financial Affairs</td>
<td><a href="mailto:clapinsk@purdue.edu">clapinsk@purdue.edu</a></td>
<td>47537</td>
</tr>
<tr>
<td>Michael Ludwig</td>
<td>Sponsored Program Services</td>
<td><a href="mailto:mrludwig@purdue.edu">mrludwig@purdue.edu</a></td>
<td>41063</td>
</tr>
<tr>
<td>John Shipley</td>
<td>Comptroller</td>
<td><a href="mailto:jshipley@purdue.edu">jshipley@purdue.edu</a></td>
<td>47536</td>
</tr>
</tbody>
</table>
Appendix B: Service Level Agreement

Service Level Agreement for [Department]

This document constitutes an agreement between the [Department] (hereafter referred to as Customer) and [Desktop Computing Service Area] to provide the following computing services: Windows and/or Mac computer support.

1. Term

The term of this agreement is from Month DD, YYYY to Month DD, YYYY.

2. SLA Contact Information

<table>
<thead>
<tr>
<th>Department</th>
<th>[Desktop Computing Service Area]</th>
</tr>
</thead>
<tbody>
<tr>
<td>[Name]</td>
<td>[Name]</td>
</tr>
<tr>
<td>[Title]</td>
<td>[Title]</td>
</tr>
<tr>
<td>49-xxxxx</td>
<td>49-xxxxx</td>
</tr>
<tr>
<td><a href="mailto:xxxx@purdue.edu">xxxx@purdue.edu</a></td>
<td><a href="mailto:xxxx@purdue.edu">xxxx@purdue.edu</a></td>
</tr>
</tbody>
</table>

3. Funding

Funding will be transferred to ITaP for the following services:

<table>
<thead>
<tr>
<th>Service</th>
<th>XXX</th>
<th>$YYY</th>
<th>XXX*$YYY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Computer Support</td>
<td>XXX</td>
<td>$YYY</td>
<td>XXX*$YYY</td>
</tr>
<tr>
<td>Secondary Computer Support</td>
<td>XXX</td>
<td>$YYY</td>
<td>XXX*$YYY</td>
</tr>
<tr>
<td>Networked Printers</td>
<td>XXX</td>
<td>$YYY</td>
<td>XXX*$YYY</td>
</tr>
<tr>
<td>Non-Networked Printer Support</td>
<td>XXX</td>
<td>$YYY</td>
<td>XXX*$YYY</td>
</tr>
</tbody>
</table>

| Total costs                      |     |      |          |
| Sum                              |     |      |          |

The support costs outlined above should be expected to increase annually in line with actual increases in the costs to provide service.

Any additional work beyond the scope of service described will require authorization by both of the contacts identified above.

4. Review and approval

Account number: ________________________________ General Ledger number: ________________

Dept. Business Office: ________________________________ Date: ________________________________

Account number: 40 ________________________________

[Department Head] ________________________________ Date: ________________________________

[Desktop Computing Service Area Head] ________________________________ Date: ________________________________
5. Service Overview

Desktop Computing Services will provide the Customer with:

- Computer support for Windows and/or Mac computers, as specified in Funding section above.
- Technical support for printers, as specified in Funding section above.

Customer agrees to reimburse Desktop Computing Services $XX,XXX for the period Month DD, YYYY to Month DD, YYYY. Additional computers can be added or deleted as business needs arise by contacting _______. The SLA will be modified to reflect the additions/deletions and additional charges on a quarterly basis.

6. Customer Responsibilities

7. Minimum Hardware Requirements

Support will be broken down into the following categories: 1) computer hardware support; and 2) computer software support.

8. Computer Hardware Support

8.1 Diagnostic Support

8.2 Equipment End of Life Management Support (Data Security)

9. Computer Software Support

9.1 Patching and Workstation Maintenance

10. Security

11. Support Process

11.1 Support Infrastructure

11.2 Availability in terms of days and hours

11.3 Requests and Incident Reporting

11.4 After Hours/Weekend Incident Reporting

11.5 Incident Resolution/Response Time

Standard (target resolution — 3 days)

- Single user affected.
- IT Resource is available with degraded performance and/or is difficult to use.
- User requests general information or consultation that does not involve loss of service to an individual or group.

Urgent (target resolution — 1 day)

- Small group of users directly affected.
- IT Resource is available with degraded performance and/or is difficult to use.

Critical (target resolution — 4 hours)
- Multiple users are directly affected.
- IT Resource cannot function as designed and installed.

Emergency (target resolution — 1 hour)

- Entire campus or multiple campuses affected.
- Core business process cannot be carried out.

Because the immediate goal is to restore normal service operation as quickly as possible and minimize the adverse impact on business operations, resolution might involve a temporary workaround while waiting for a more permanent solution to be implemented in the future. “Resolution” also may be defined as recognition of the incident, appropriate ownership, and work in progress to solve the situation.

12. Quarterly Report/Review

13. Semi-Annual Review

14. Termination Clause

Either party may terminate this agreement by providing written notification to the other party ninety (90) days in advance of termination. In that case, a prorated portion of funds will be returned to the Customer.

(Insert Financial Impact Statement)

Attachment A:

(Insert Inventory)