Tool #30: End-User Memorandum of Understanding Builder

Many CRM leaders encounter difficulty when encouraging staff utilization. The wide scope of many CRM implementations can leave staff with a limited understanding of how the implementation will affect their roles, thereby slowing CRM adoption. If staff are to follow-through with CRM utilization, they must first understand their new responsibilities under the new system. Some CRM leaders have found it useful to garner this commitment and communal understanding through a Memorandum of Understanding (MOU) that covers all end-users.

The End-User Memorandum of Understanding Builder will outline the key components that should be included in such a document while also providing an example of one higher education institution's CRM MOU with end-users in the undergraduate and graduate divisions.

Anatomy of a CRM End-User MOU

University X CRM Service Levels MOU

I. Summary

II. Service Descriptions

III. Roles and Responsibilities

IV. Service Levels

V. Service Review and Auditing

VI. Signatures

I. Summary

a. Subjects of the MOU listed out according to the most appropriate organizational unit (e.g., offices, units, divisions, etc.)

b. CRM platform + vendor relationship addressed in the MOU

c. Aim of the MOU (e.g., articulating responsibilities, defining scope, identifying participating units)

d. Protocol for updates to the MOU

II. Service Description

a. Scope of CRM (i.e., functionality categories and specific business processes)

b. Intended purpose (i.e., what the CRM will be used for)

c. Restrictions (i.e., what the CRM will not be used for)

III. Roles and Responsibilities

a. For each group of constituents (e.g., business units, application owners, IT, vendor, end-users) an outline of CRM-related responsibilities

IV. Service Levels

a. Service expectations:

i. Operating times (i.e., the business hours during which end-users should be active in the CRM system)
ii. Maintenance times (i.e., the hours during which the system will undergo planned maintenance by the vendor)
iii. Backup and recovery (i.e., the schedule for automatic updates and backups and the contingency plan in the case of a total system failure)

b. Service support services
   i. Source of support for different user "tiers" (assigned based on degree of administrative access to and familiarity with the system) and how to report questions and difficulties
   ii. List of constituents each tier supports (if applicable)
   iii. Expectations for response time to most common support requests
c. Managing changes to CRM system
   i. Definitions of types of changes (e.g., business configuration, localized application, data integration, etc.)
   ii. Model for defining the roles and responsibilities of parties involved in the change
d. Process of initiating a change to the CRM system (i.e., the different types of changes and the protocol associated with initiating and executing each)
e. Change conflict (i.e., the recourse followed if a proposed change leads to conflict and the issue must be escalated)
f. Change documentation (i.e., the party responsible for collecting and maintaining all change-related documentation)

V. Service Review and Auditing

a. Parties responsible for different types of service review and auditing (e.g., with the addition of new business units, ongoing review, yearly review, executive review, etc.)

VI. Signatures

a. Relevant office/unit/department leaders and CRM leaders
b. Conference session (e.g., once all approvals have been received, MOU is made available to all end-users for review and consultation)

Example of a CRM End-User MOU

Many thanks to Portland State University for sharing their MOU, a modification of a Services Level Agreement provided to them by Penn State University.

PSU Talisma CRM and Knowledgebase
Services Level Memorandum of Understanding
Enrollment Management Communications Technology
Enrollment Management and Student Affairs
Portland State University
Updated December 6, 2011

I. Summary

This agreement is entered into by the Enrollment Management Communication Technology office (Application Owner), Admissions, Registration, and Records (Business Unit/Information Technology), Undergraduate Advising and Support Center (Business Unit), University Studies (Business Unit), and the Office of Information Technology (Information Technology). The service being agreed upon is based on the use of Talisma CRM and Knowledgebase, an enterprise-level Constituent Relationship Management solution offered by Campus Management (Vendor). This agreement aims to: articulate areas of responsibility with regard to these tools; identify the participating units and their associated responsibilities; and outline service expectations and the processes that govern this service. Future team and unit adoption will result in an update of this agreement, with revisions distributed to the managers of all participating or named units. This agreement represents a somewhat decentralized coordination and management model. This principles of this agreement are effective once all collaborators have signed. Any changes to this document, as recommended or requested by the initial or future collaborators, will be shared with representation from each unit for approval.

II. Service Description

Scope of Talisma CRM Service

Campaigns to constituents:

- Automated outbound Email
- Click-through tracking

Interactions with constituents:

- Replies to Campaign messages
- Individual Inbound/Outbound email
- Logging and tracking of individual interactions (ie. phone, in-person, VoIP, etcetera)
- Live/instant chat
- Transfer of interactions between active teams
- Web form submissions

Event Management:

- Participant management
- Event-related campaigns

Knowledgebase

- PSU Article workflow (create-edit-publish)

- Constituent Portal Management
- End-User Access to Knowledge Base administrative tools

User Workspace:
- End-User Access into Talisma system
- Customizable workspaces to help end-users manage daily tasks
- End-User documentation for training purposes

Supplemental Data Collection and Integration:
- Batch - Routine imports/exports
- On-Demand – Occasional imports/exports available upon request

Reporting:
- Metrics on operations within scope of Talisma CRM
- Campaign results/ROI

Assumptions

Systems of Record: Talisma will become the system of record for Admissions prospects/recruits and constituent communication. Other data provided to the Talisma CRM is governed by the originating data source. Currently data is being imported from Banner, Enterprise LDAP, and StarRez. On-demand University Studies survey data will also be imported into Talisma CRM. Authority of these systems lives with the relevant system mangers. The expectation is that business updates and management of data is completed in the appropriate system of record in as timely a fashion as possible and within the constraints of the business operation.

Talisma is for:
- Undergraduate & graduate prospect/recruit repository
- Constituent communications management
- Reporting on communication and recruitment efforts
- Limited data access for official University business purposes

Talisma is NOT for:
- Admissions application Management
- General University data reporting
- Official University reporting on data that is not native to Talisma

III. Roles and Responsibilities

Business Units

- Provide tier 1 end-user support, escalates to tier 2 as needed
- Client installation and configuration
- Facilitate/coordinate Talisma End-user training and adherence to best practices
- Monitoring of Business Configuration
    - Key performance metrics
    - Campaign firing
- Acceptance testing w/ Application Owner as future software upgrades are implemented
- Knowledgebase content creation and management

Application Owner (Enrollment Management Communication Technology)

- Provides tier 2 support, escalates to tier 3 as needed
- High level product management
- Works with multiple Business Units implementing Talisma in their areas of operation
- Creates Mailing Lists, upon request, to be used for Business Unit Campaigns
- Acts as vendor liaison
    - Manages licensing needs
    - Tracks tier 3 support
- Maintains Application-level security
    - Account provisioning and de-provisioning/expiry
    - Auditing
    - Create and Assign Client User Roles and Permissions
- Monitors system and data integrity
- Informs Business Units of best practices and reinforces practices through regular system monitoring
- Coordinates acceptance testing w/ Business Unit(s)
- Creates and maintains product documentation
- Coordinate training, infrastructure support, and PSU system and web integration for the Knowledgebase

Information Technology

- Provides tier 3 Data integration support
- PSU data management and integration across platforms
- Maintains email mailboxes used by Talisma for incoming communications

Vendor (Campus Management)

- Tier 3 application, server, and infrastructure Support
    - Maintains platform requirements
    - Manages and maintains system servers in a hosted environment
- Professional services (Implementations, Continuous Service Improvements)
- Software patches and updates to the application
- Software Installation - components, patches, upgrades for both the application and platform
- Server- and network-level system security
- Certification of platform components
- Development support

End-Users

- Report Talisma issues and enhancement requests to tier 1 support
- Provide peer and team support for other users on system function and best practices
- Follow outlined procedures and practices to support system and data integrity
- Continue to develop system and tool competencies
- Log out of Talisma CRM system when not in use due to limited number of shared licenses
- Adhere to FERPA and established PSU communication and business practices
- All employees must follow and/or be in compliance with: the Oregon Administrative Rules for the Oregon University System-Portland State University, the PSU Acceptable Use policy and the Information Security policy.

IV. Service Levels

Service Expectations

Uptime
- Standard Operating Time: 8:00 AM - 5:00 PM PST/PDT (Mon-Fri, excluding University holidays/closures)
- Best Effort: 7:00 AM-10:00 PM (Mon-Sat) & 7:00 AM-8:00 PM (Sun)

Maintenance Window (managed by Vendor)
- Standard window: 10:00 PM - Midnight (Daily) & 8:00 PM – Midnight (Sunday).
- If pre-planned maintenance requires more than two hours, time will be scheduled based on necessity via the Change Management process.

Backup and Recovery (managed by Vendor)
- System and Data backup is maintained off-site and represents all business to-date within 60 minutes of the present
- Worst-case scenario: If total system failure occurs in which a complete rebuild using Data-level backups is necessary, full-service recovery may require up to 2 calendar days.

Service Support Process

Service Requests
- Team peers and Tier 1 support is first point of contact for end-users. Tier 1 support is the Talisma team-lead for Talisma within each defined team or Business Unit – often unit manager
- Tier 2 support receives issues escalated by Tier 1. Tier 2 support is the Application Owner (EMCT department)
- Tier 3 support receives issues escalated by Tier 2. Tier 3 support may include both the software vendor and/or members of the SIS-Tech team in ARR or staff in the Office of Information Technology

End-users and Tier 1 support shall escalate issues to Tier 2 by contacting the Application Owner as follows:
Phone: (503) 725-CRMS (2767)
Email: EMSA-Support@pdx.edu

Tier 2 will respond as follows during regular business hours:
- Password Reset - fulfilled within one business day, usually within 2 business hours
- Bug - response within one business day, resolution time will vary depending on nature of issue
- How Do I? - response within 2 business days
- Enhancement - response within 5 business days, resolution time will vary dependent on scope of request

NOTE: Requests are processed during normal business hours, 8:00 AM to 5:00 PM, Monday through Friday excluding University holidays.

Tier 2 support will escalate issues to Tier 3 as follows:

	• Data Integration/Integrity (Office of Information Technology) Submit email To: eits-request@pdx.edu; CC: Scott Beall sbeall@pdx.edu with Subject line: “Talisma:”. . . *Note: Please exclude HTML signatures • System Performance/Functionality (Vendor) Via Web: http://support.talisma.com/

Change Management

The change management process will be managed by the Application Owner (EMCT) and communicated to system users via the Google users group (sa-crm-users-group@pdx.edu). As Talsima CRM is adopted by critical mass - we will engage the University OIT Change Control process (oit.pdx.edu/changecontrol).

Types of Changes

- **Business Configuration:** Configurations managed by the Business Unit through use of the Talisma Client. All Changes at this level are local to the Business Unit and can be implemented at this level. As such, Change Management responsibility is delegated to the Business Unit and does not require the approval of other Business Units, the Application Owner, or Information Technology. (EX: Creation/Management of Team Workspaces, Campaigns, Mailers, Canned Responses, etcetera)

- **Localized Application:** Changes made to the configuration of Talisma through the Business Administrator whose scope and impact is limited to the Business Unit making the request. Changes at this level will require the Application Owner to effect the change, but do not extend to other Business Units or underlying Information Technology. (EX: A new sub-team is created out, or a new alias is created)

- **Global Application:** Changes that have systemic impact within the application. These are configuration changes to Talisma through the Business Administrator that will be noticed by all users. In order to implement a global application all Business Units will be notified and involved as needed with final implementation being handled by the Application Owner. (EX: A new property is added to an object, or a global security rule is modified)

- **Application Component:** Changes to the installed Application Components that make up the Talisma system. Changes at this level are realized by everyone. Implementation will include notification to all End-users and may require involvement from Business Units in addition to the Application Owner, and Information Technology.

- **Platform/Infrastructure:** Changes to environmental requirements, servers, and network configurations. Changes at this level are fundamental to the application, but do not have a noticeable outcome on Business process. As such, the Application Owner and Vendor are the key players, with Business Units being kept informed as necessary.

- **Data Integration:** Changes made to information coming into Talisma from other authoritative sources. Changes at this level may have a noticeable impact on business units/practices, and may create a need for subsequent changes to the system infrastructure. As such, the Business Units and the Application Owner will drive development and the data integration will be coordinated by the Application Owner, Information Technology, and the Vendor.

Change Roles and Responsibilities for execution of changes (RACI Model):

Responsible (R): Those who do the work to achieve the task.

Assists (A): Those who assist with the completion of the task.

Consulted (C): Those involved in the change management due to their expertise related to the requested change.

Informed (I): Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication

Change/Role	Business Unit	Application Owner	Information Technology	Vendor	Users
Business Configuration	R	A			I
Localized Application	A	R			I
Global Application	C	R	C		I
Application Component	C	R	I	A	I
Data Integration	C	R	A	A	I
Platform/Infrastructure	C	A	I	R	I

Change Process

- **Business Configurations or Localized Application:** Considered a minor change and may be executed after consensus is reached by related units.

- **Global Application:** Considered a relatively minor change. The expectation is that the Responsible party has properly conferred with those in the RACI model, depending on the category of change. Execution will occur once electronic consensus has been gathered. In the event that consensus cannot be met by the Responsible, Accountable, and Consulted of a change, the expectation is that the parties meet beyond the stated process and try to resolve any outstanding issues.

- **Data Integration:** May be a minor/major change depending on the scope of the change requested. Responsible party begins communicating the change request and necessary tasks. Final approval subject to data review process as facilitated by Application Owner.

- **Application Components or Platform/Infrastructure:** Considered a major change. Expectation is that the Responsible party begins communicating the change request and necessary tasks. Feedback must collected by those Consulted on the change. Final approval subject to review process as facilitated by Application Owner.

Change Conflict

If resolution cannot be met, then issue will be escalated to the appropriate leadership for resolution.

Submitting a Change Request

All change requests shall be submitted via email to the EMCT team at:
EMSA-Support@pdx.edu

All change requests shall include the following details:

- the issue requiring attention or resolution;
- the requested action that the submitting unit or individual would like taken and;
- the requested outcome.

Additional documentation, details, or a meeting may be requested after initial submission to ensure that the requested changes are understood in full and that all outcomes are discussed and clearly articulated. If the change will require a significant investment of time, EMCT will work with the individual or unit to identify an appropriate timeline with regard to the scope, available resources, and impact of the change requested.

Change Documentation

Documentation regarding system configuration and associated changes will be collected and maintained by the EMCT office.

V. Service Review and Auditing

- As new Business Units are brought on - Internal Application Audit
- Ongoing - Account provisioning audit - ensure FERPA compliance, introduction to Talisma tutorial completion (Application Owner)
- Ongoing - User Account Audit - to ensure inactive users are disabled (Application Owner)
- Yearly Business Unit review of Talisma use, how it is working, and any improvements requested (June)
- Annual discussion and review by Executive stake holders (March/April)

VI. Signatures

Please enter the names of both the department director/manager and the unit CRM lead, if applicable, who have reviewed and approve of this agreement. Upon receipt of all relevant approvals, this MOU will be made available for all PSU Talisma CRM end-users for review and consultation via Google Documents.

Completed signature page on file in EMCT Office (Cramer Hall, room 122) as of 3/27/2012.

Unit	CRM Lead	Date	Manager/Director	Date
New Student Programs				
International Admissions				
Admissions, Registration & Records				
Undergraduate Advising & Support Center				
University Studies				
Office of Information Technology				
Enrollment Management Communication Technology				

Executive Sponsors:

Vice President, Enrollment Management and Student Affairs

Associate Vice President and Chief Information Officer
Office of Information Technology