Enterprise CRM
UNIVERSITY OF COLORADO

Service Agreement

Between
The CU Enterprise CRM Program and University Customers
For CRM Administration and Support Services (Salesforce.com and integrated applications)

Effective Date: March 1, 2016

Version 2.0, revised December 1, 2017

Addendum for School of Pharmacy, Added July 24, 2019

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Term and Termination

Overview of Services Provided

The CU Enterprise CRM Program / Center of Excellence (CoE) provides the following ongoing services to University units using the CU Salesforce.com platform (SFDC) and applications integrated with SFDC:

- Administration and support of the Enterprise CRM, developed applications, and installed packages
- 24/7 Enterprise monitoring and response for availability and performance
- Requirements analysis, project management, testing, and deployment for service enhancements, changes and updates
- Up-to-date shared constituent data
- Vendor management, licensing, and user provisioning

This document describes the service processes provided to clients of the Enterprise CRM Program / Center of Excellence (CoE) for active CRM production services (post-launch). Support during new CRM implementation projects is provided via the individual project. Service objectives specific to individual services and clients are addressed in an addendum at the end of this agreement. When upcoming system maintenance is known well in advance, the CoE will notify Client Program Managers with as much notice as possible, striving for a minimum notification period of 48 hours where feasible.

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Administration and Support

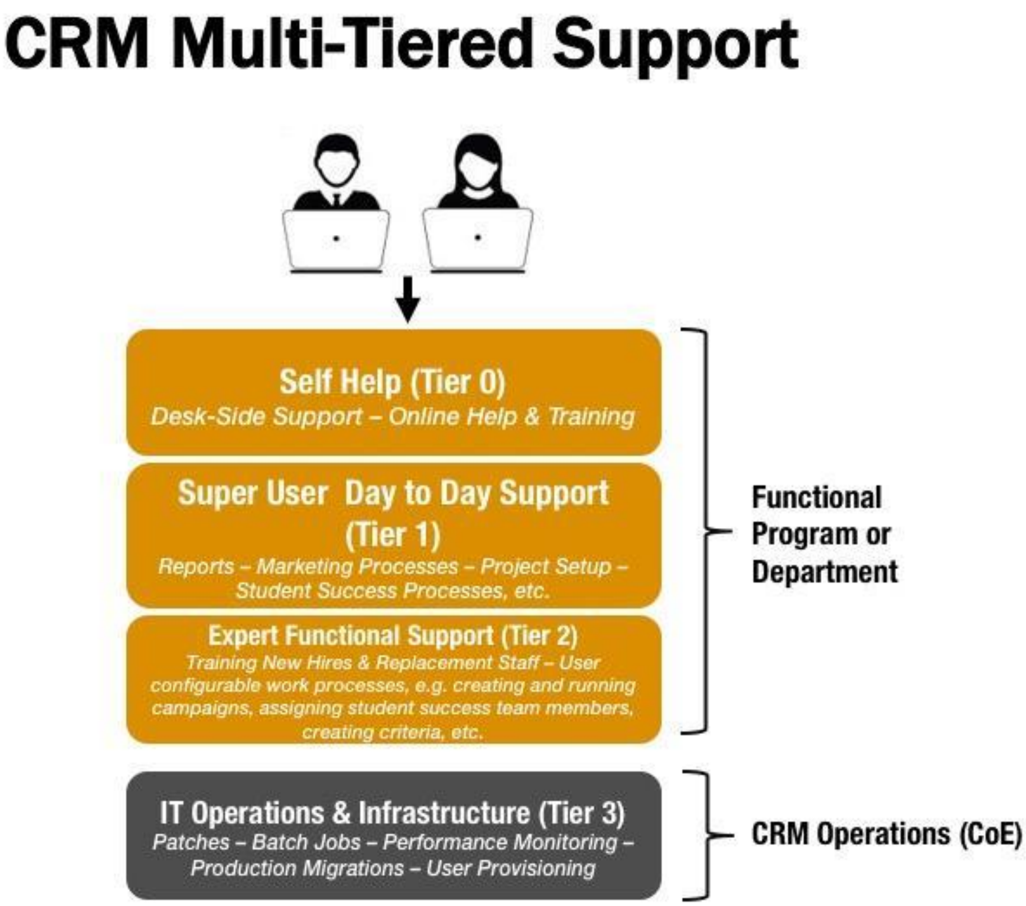
System Administration

Administration provided by the CoE includes, but is not limited to:

- Software upgrades
- Installation and management of third-party packages
- User management
- Data management and backups
- Fully-structured Tier 3 support
- 24/7 monitoring and response
- Enterprise environment management, including
  - Deployment and sandbox environments consisting of multiple pre-production environments. These environments align with and are integrated with environments used in the IT organizations across the University.
  - Testing of deployments and changes
- Change management
- Established professional working relationships with all campus IT organizations
- User logins integrated with each campus' authentication method (PING, Passport, IdentiKey)

Enterprise CRM Multi-Tiered System Support

Supporting an Enterprise-wide system requires the CRM team to manage projects from inception to maintenance. Below is a diagram which describes the general levels of support and definitions of each as we enter into the maintenance life cycle. This tiered support model is collaborative between the client and CoE, and Tiers 0, 1 and 2 are provided directly by members of the Client's Program Management team prior to escalation to the CRM team.



Self-Help (Tier 0)

Users are encouraged to search existing knowledge bases, training materials and documentation to discover whether a solution or answer already exists for questions about their specific application. They are also encouraged to ask nearby teammates and peers who may have already faced a similar issue or question.

Power User Day to Day Support (Tier 1)

After exhausting self-help resources, primary application and user support is provided by application or functional Power Users as they are closely involved with application functionality and with how the unit is utilizing the program. Issues may include general "how to" questions about daily processes and application functionality, troubleshooting user problems, setting up reports, training a new or replacement employee, and sharing individual setting configurations which work best in the user's division.

Expert Functional Support (Tier 2)

Issues that cannot be resolved by the user or Power User are escalated to Tier 2. This escalation point is the Client Program Manager who will provide further assistance, clarification and resolution.

IT Operations & Infrastructure (Tier 3)

The CoE handles issues at the Enterprise and backline support levels, so typically these are issues which rise above the day-to-day work occurring on the application layer. Escalated support for the Client Program Managers, system administration, troubleshooting performance or data issues, code migrations and updates, and user provisioning are examples of the Tier 3 support provided by the CoE.

CRM service support includes:

- ITIL-based processes for providing customer support for Tier 3 requests and questions
- ITIL-based processes for incident management

Service and application customer support escalation flows in this manner:

- User self-help
- User engages unit peers
- User engages unit Super User
- Super User engages Client Program Manager
- Client Program Manager engages CoE/Tier 3

Campus IT service desks have varying degrees of knowledge of CRM and new services as they are launched on the platform. Thus, for users who call their IT service desk when they need assistance, the service desks assist in the following ways:

- Boulder campus ITSC to troubleshoot basic login issues
- Boulder campus ITSC may have awareness of many user issues and will work with the user to address the issue. If the issue cannot be resolved, then the ITSC will escalate the issue to the CRM CoE.
- Notify (page if necessary) CoE/Tier 3 of a critical issue that affects the entire platform
- Direct the user to their unit peers and Super Users for day-to-day, how-to, and functional application support
- For eComm identified issues outside the Boulder campus, campus and the system office IT Support will refer eComm issues to their respective Manager of Electronic Communications (MEC).

Tier 3 support requests are managed by the CoE in a professional IT ticketing system. All Client Program Managers are given an email address which has a direct connection to this tracking system, so that users across the University can use a common method of contact which is as simple as sending an email. Critical issues may be reported to the CoE by Client Program Managers by using a single email address which reaches the CoE on-call staff 24/7.

The Enterprise CRM Program provides Tier 3 technical support from 8 a.m. to 5 p.m. Monday through Friday, excluding holidays and university closures. When known projects, deadlines, system upgrades, etc. necessitate planned work beyond normal business hours (evenings, weekends, early mornings) which may require technical support, the CRM Operations Team will coordinate with the customers to ensure appropriate availability to support their needs.

In cases where a new CRM service or function has unique support needs or processes, a support model will be developed for that particular service, agreed upon during project implementation, and provided to the client as an addendum.

Change Management

For changes to the service and its applications (such as enhancements and bug fixes), the CoE follows established, ITIL-based Change Management procedures and principles. The CRM service maintains multiple pre-production environments for development and testing. This is referred to as the “deployment train” and is used to introduce new functionality in an integrated environment, to validate the installation process, to test compatibility with existing functionality, to test new integrations, and to test functionality with existing data. Additionally these pre-production environments are aligned with integrated systems (for example MDM at UIS) so that Enterprise CRM environments and testing parallel UIS and other campuses.

Only after thorough testing is a new release readied for production deployment. Major changes are vetted by an IT Change Advisory Board, which considers impacts to all Enterprise Campus Services, impacts to end users, and the launch's compatibility with the Boulder campus calendar and notify appropriate/affected Client Program Managers. The CoE will communicate production changes to users via Salesforce Chatter, the CRM website, and and/or email to the appropriate Client Program Managers.

Emergency changes also follow an established Change Management process, but are able to move through the system at a rapid pace to resolve immediate needs.

24/7 Enterprise Monitoring and Response

24/7 Enterprise monitoring and response is provided to ensure high availability of the service and system performance.

The CRM Operations Team (CRM Ops) monitors system availability of the salesforce.com platform as well as other cloud-hosted applications that are part of the CU Enterprise CRM environment, for example, Cvent and Marketing Cloud.

The Enterprise CRM Program strives to ensure the highest possible availability of services through monitoring, proactive maintenance, and following Change Management and Incident Response processes. Where it is necessary to schedule system maintenance that necessitates a service outage, wherever possible the CoE will perform the change outside of Monday to Friday, 8am to 5pm, and will provide appropriate notice.

Enterprise Monitoring

The CRM Ops Team leverages a highly-available monitoring and notification system that is used for all Enterprise Operations. This system monitors all components of the CRM service which are provided by the CoE.

Some examples of monitoring:

- components of the login stream which contain login "buttons"
- pages which receive login credentials
- specific instance on which our service resides at salesforce.com
- data space and license usage

The types of failures that trigger a notice include:

- servers/services not responding
- servers/services respond too slowly
- service pages return unexpected data

Each CoE team member is part of a 24/7 on-call rotation. When an event occurs, a notification goes directly to the on-call person, with an expectation of a 1-hour response to begin triage. In addition to CRM-specific service notifications, the on-call staff member receives notifications and service alerts about any other Enterprise Services which are experiencing issues, so they are aware if a component we depend on (such as the network) is having a problem.

Incident Management

When the CoE becomes aware of a CRM service incident, either through monitoring or as reported by customers, a formal incident response process is invoked. The purpose of Incident Management is to restore normal service operation as quickly as possible and minimize the adverse impact on business services, thus ensuring that agreed upon levels of service quality upheld. Incident management is an ITIL-based process developed and followed by all Enterprise Services who are peers to the CoE and whose teams all provide 24/7 incident monitoring and response. Having a well-defined, documented, and implemented Incident Management process in place helps us determine the impact on the customer, provide timely notifications during the incident to the appropriate parties, and encourage root-cause analysis to point to where new or different system controls are needed and whether we need to adjust said controls.

Examples of incidents are:

- An unplanned interruption to the CRM service
  - For a single user
  - For the entire service
  - Or anything in between
- A reduction in quality of the CRM service
- A failure that has not yet had an impact on the CRM service
- A failure of a component of the CRM service or system

The CoE will:

- Assign an incident manager
- Use established incident tracking and remediation procedures to collect additional data required to diagnose and match to known issues in our knowledgebase
- Evaluate incident severity and priority based on impact and urgency

- Communicate as appropriate alert and update users of any incident impacting functionality or performance.
- Work to resolve issues and restore services within agreed service objectives, initiating Change Management as needed for restoration
- Assist campus staff (IT and CRM Client Program Managers) as needed to resolve issues and restore service

Impact Definitions

High: Incident is affecting an entire building or campus, a customer-facing enterprise service is unavailable or a “most critical” business service is impacted.

Medium: Incident is affecting a department or group. An internal or external-facing enterprise service is unavailable or a non-critical business service is impacted.

Low: Incident is affecting a single user

Urgency Definitions

High: Incident is occurring during a critical business period, the Incident is preventing a team or department from conducting their primary business processes, and there is no work-around available

Medium: Manual workaround is possible; the business has not ground to a halt

Low: Does not require immediate attention

CRM Operations Service Level Objectives for Incident Response

Critical: respond within 1 hour

High: respond within 4 hours

Medium: respond within 1 business day

Low: respond after incidents in previous three categories have been addressed

Major Incident Process

A major incident follows a process other than the normal Incident Management Process and may necessitate invoking business continuity or special communications plans. In CU’s experience, IT leadership expects that less than 1% of Incidents will be classified as Major. An Incident that has a Critical Priority must follow the major incident process.

A Major Incident will be identified as such during the normal Incident Management Process. The CIO, the Director of Operations, Director of Enterprise Services, Director of Academic &

Campus Technology Communication and Support as well as the IT Service Owners, and/or their designee can declare major incidents.

Service Enhancements/Changes/Updates

Two types of changes will be made to the system: feature releases and service patches.

- A feature release includes new functionality that is part of an established project. These releases are managed by a Project Manager who will coordinate development, testing and deployment efforts. Deployment planning and execution is conducted in concert with the appropriate Client Program Manager and users per the relevant project plan.
- Service patches are fixes for immediate concerns and are managed by the Enterprise CRM Support team.

Any time a change is needed the following will be completed:

- Testing by the CoE will be performed on a development environment.
- Release documentation will be provided for review prior to deployment in the production environment.
- Release documentation will include an itemized list of changes and the impact to end users, as well as roll-back details.

When known projects, deadlines, system upgrades, etc. necessitate planned work beyond normal business hours (evenings, weekends, early mornings), the CRM Operations Team will coordinate with the customers to ensure appropriate availability to support their needs.

Shared Constituent Data

The CRM CoE provides up-to-date data on all known constituents related to CU. We work closely with University Information Systems in the CU System Office (UIS) and leverage the UIS Master Data Management (MDM) system to provide a single point of reference on all known constituents. Data in MDM is merged from many sources, including Campus Solutions, DARS, Singularity/OnBase, HRMS, Advance DB. This merged MDM data has bi-directional integration with SFDC in order to present real-time, up-to-date data in CRM applications. In this way the CRM program is able to track changes in the constituent experience lifecycle (e.g. prospect to alumnus/a, undergraduate and graduate, industry partners, donors) and provide that data to CoE clients.

Currently almost every (and ultimately every) contact, account and qualified lead will be in both MDM and SFDC. Managing all constituent data in both MDM and SFDC allows the CoE to provide a consistent constituent experience across academic and administrative units, and gives each unit the ability to handle constituent communications and relationship management in a more holistic, coordinated way.

In conformance with IT Security and FERPA standards and using SFDC's robust security mechanisms, users in different roles are only allowed access to the data necessary for their job functions. A limited set of contact data is the thin layer which is shared among all services. This thin layer includes contact name, address, affiliations with CU and select activity data, e.g. sent emails. The principle underlying this available data is one of Visible Intelligence - a collective 360 degree view and engagement portfolio that CRM users across the campuses use and contribute to to better serve our constituents.

Vendor Management, Licensing, and User Provisioning

The Enterprise CRM Program is charged with principal relationship management with CRM software and services vendors for CU, including but not limited to Salesforce.org, Salesforce.com, Cvent, Marketing Cloud, TextUs, etc. and consulting firms who provide CRM and CRM-related services. Please refer to the Enterprise CRM Operating Plan for the current list of CRM software vendors the CRM Program manages. Vendor management responsibilities include:

- Manage external vendor relations on behalf of CU.
- Perform as functional bridge among external vendors as well as internal stakeholders.
- Coordinate all CRM vendor management tasks inclusive of working with external vendors and internal employees.
- Enterprise-wide CRM due diligence, risk assessment and continuing vendor monitoring.
- Coordinate procurement of vendor processes and methods, under the guidance of and in conjunction with CU Procurement, to procure software and services from vendors.
- Track, measure, report and evaluate vendor performance.
- Troubleshoot vendor problems and present to CRM senior leadership and CU clients as required.
- Collaborate with Procurement and Campus IT areas to assure vendor partners effectively deliver on their commitments and that CU leverages contracts as a shared collective to the greatest extent possible.
- Monitor contractual agreements for all CRM vendors.
- Explore expansion and adoption across new business units and consolidate license and service agreements into Enterprise-level agreements.
- Licensing

    - Upon approval from the campus CFO and the CRM Executive Committee, The CRM Program/Center of Excellence procures software licenses for requested CRM users.
- User Provisioning
    - Provisioning is automated and integrated with the University's systems of record, both HR and CU-SIS.
    - A provisioning process will be developed for each Client and/or Service of the CoE. Considerations for provisioning include:
        - The types of affiliations of their user base
        - The training requirements of the Client, the CoE, campus Registrars, and other data stewards as it relates to users' access to protected, confidential and/or private data
        - Timing and turnaround of provisioning requests
        - Deprovisioning considerations for both data protection and license management

Responsibilities

Client responsibilities in support of this agreement include:

- The customer is the owner of their data, and must categorize that data according to university requirements.
- Request help and services defined in Support of this Service Agreement.
- Respond to CRM Operations staff inquiries in a professional and timely manner.
- Maintain compliance with all software licensing requirements.
- Adhere to relevant University acceptable use, security policies and standards.
- Department/Service Program Manager contacts review and approve departmental personnel administrative access to supported systems, based on business requirements.
    - Any position that gives users elevated access to systems beyond the CRM Basic Profile or Confidential or Highly Confidential Data. This includes access to student academic data. Any user accessing student academic data must complete FERPA training and comply with FERPA policies.
- Retain ownership and responsibility for completing Information Security requirements within the policies set by the Information Security Office for the University of Colorado.

The Enterprise CRM Program / Operations responsibilities in support of this agreement include:

- Ensure CRM applications meet standards established by CU policies, including acceptable use and security mandates.
- Effectively and efficiently deploy applications, software patches and updates.
- Provide recommendations on application life cycle.
- Maintain a software inventory.
- Advise customers on security, information technology best practices, policies, or requirements.

Addendum for MyCUHub

MyCUHub Support Plan

MyCUHub is a Boulder CRM Service and as such, uses the existing Boulder OIT IT Incident Management Process and System, ServiceNow. Please refer to steps outlined in the section, “Enterprise CRM Multi-Tiered Support” described above.

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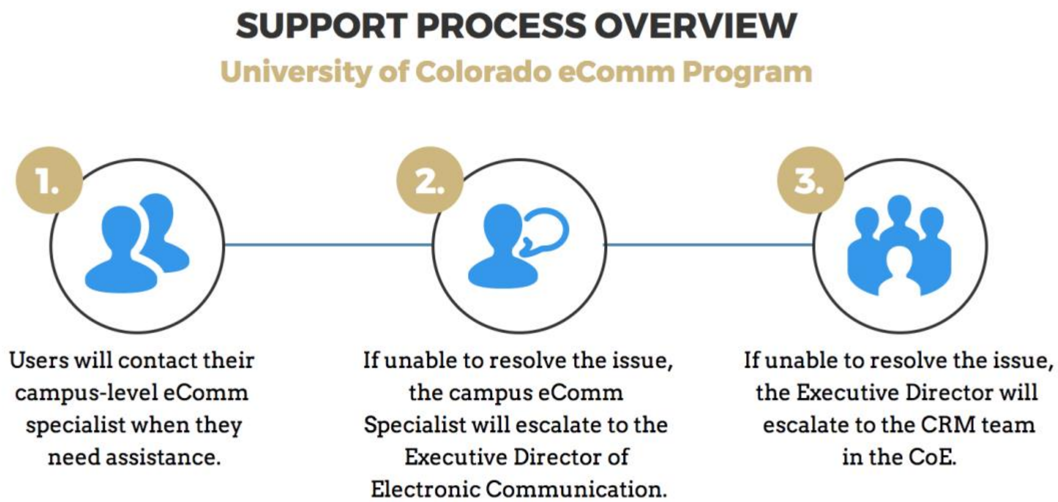
Addendum for eComm

eComm Support Plan

This section outlines the primary processes involved in maintaining and supporting the eComm program for use of Salesforce, Marketing Cloud, and Cvent. Campus-level eComm Specialists, as well as the eComm team in the Office of the President, provide primary support to CU's eComm users. The Enterprise CRM team (CoE) provides Tier 3 support and is available as a point of escalation for user provisioning, service issues, and all efforts involved with release management. This arrangement allows the CoE to efficiently serve eComm while enabling eComm Specialists to provide direct user support at the campus level while driving programmatic change and improving communications.

Support Process Overview

eComm Specialists are the primary point of contact for eComm users. When the eComm Specialist is unable to resolve an issue, the eComm Specialist should escalate the issue to the Executive Director of Electronic Communication in the Office of the President for review and assistance. If the Executive Director of Electronic Communication cannot solve the issue, then the Executive Director of Electronic Communication will escalate the issue to the CRM team via an email to crmhelp@colorado.edu.



The Executive Director of Electronic Communication should include the following information with the ticket submission:

- User name
- User identification and contact information
- Nature of issue and detailed description
- Impact of issue
- Screen shots, if applicable
    - Steps already taken to mitigate or attempt to resolve the issue
    - Deadline

When the Executive Director of Electronic Communication contacts the CoE, a ticket will be opened in the Service Now ticket management program and notification will automatically be sent to members of the CRM team.

Issues are managed by the CRM team in order of priority, followed by date of submission. For more information, see:

- Impact Definitions
- Urgency Definitions

- CRM Operations Service Level Objectives for Incident Response
- Major Incident Process

Maintenance and Outages

In the event that the CoE must perform system maintenance or that a planned outage will occur, the CoE will notify the Executive Director of Electronic Communication at least 48 hours in advance. In turn, the Executive Director of Electronic Communication will notify the campus eComm Specialists and all affected eComm users at least 24 hours in advance and will provide updates during and after the process as needed.

Every effort will be made to perform maintenance and conduct outages outside the normal CU business hours of 8:00 a.m. - 5:00 p.m. Monday - Friday.

Testing and New Releases

The CoE will perform in-house testing on new releases or product fixes in a development environment. eComm Specialists will assist with this testing as needed.

Prior to deploying new releases in the production environment, the CoE will provide release documentation with as much advance notice as reasonably possible to the Executive Director of Electronic Communication and the campus eComm Specialists for review. Release documentation will include an itemized list of changes and the impact to end users, as well as roll-back details. Bear in mind that the CoE plans and delivers approved projects, including eComm software releases according to a project plan and schedule. The CoE will continue to coordinate communication and deployment with the Client Program Manager and other designates as warranted.

Contact Information

eComm Leadership and eComm Specialists

Term and Termination

This Service Agreement is an ongoing agreement for the Enterprise CRM Program to provide the described services to campuses and system. It is intended to be modified or amended as necessary and jointly agreed upon to ensure campus and system CRM needs are being met.

Campus and system will notify CRM Leadership (Director of Enterprise CRM, CRM Executive Committee Chairs, and/or CIO) of any concerns over the quality of services or if they are failing to meet campus/system CRM needs. The Enterprise CRM Program will make specific, requested changes, or provide the campuses/system with a written plan for making changes to the services (or this agreement) within 30 days.

Addendum for School of Pharmacy

Pharmacy Support Plan

This section outlines the primary items and processes involved in maintaining and supporting the School of Pharmacy program for use of Salesforce, Marketing Cloud, and Cvent. Pharmacy designated Campus-level eComm Specialists, as well as the eComm team in the Office of the President, provide primary support to CU's School of Pharmacy users for certain items (identified below) and The Enterprise CRM team (CoE) will provide primary support for certain items (identified below).

Additionally, for a period of at least 3-6 months, the CoE will work with the Campus-level eComm Specialist and the eComm team in order to better understand the scope and items for support. After 6 months, this Addendum will be reviewed and revised if and as needed.

The CoE is available as a point of escalation for user provisioning, service issues, and all efforts involved with release management. This arrangement allows the CoE to efficiently serve eComm while enabling eComm Specialists to provide direct user support for the Pharmacy users.

Note: ***For purposes of this plan, "support" is defined as work that sustains and maintains existing services in production. New features and requests to enhance the service are not covered by this support plan and may, at the discretion of the CRM team, justify a new project and/or associated expenses for the user group.***

Support Process Overview

eComm Specialists are the primary point of contact for Pharmacy users for the following items.

- Data Imports via Apsona
    - The CoE has provided Pharmacy with training on their import processes, matching on existing Contacts, etc.).
- Report Creation (using Contacts, Applications, Education, and Affiliation objects).
    - Questions may arise about new segments based on the populations they are trying to reach.
- Data Extensions for Marketing Cloud Sends

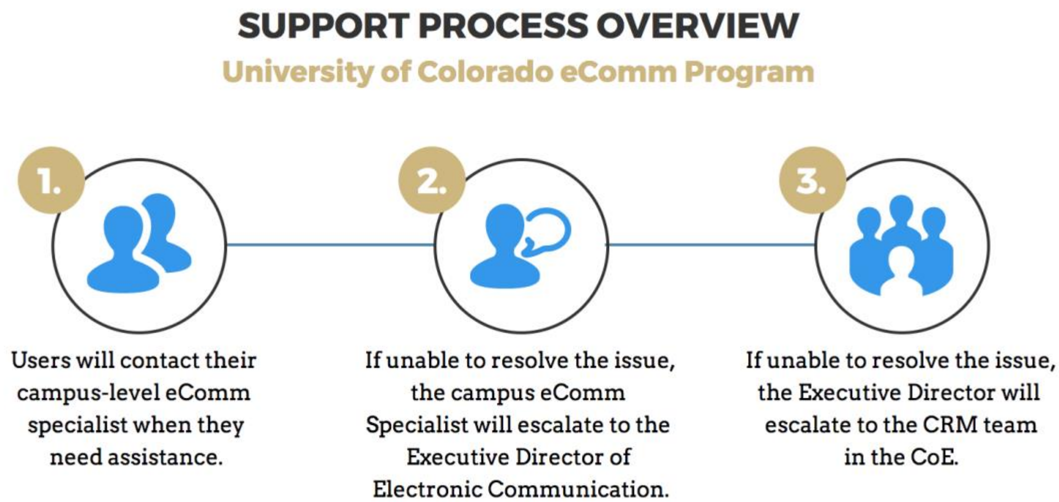
- Pointing out duplicates in Salesforce (follow eComm process)

When the eComm Specialist is unable to resolve an issue, the eComm Specialist should escalate the issue to the Executive Director of Electronic Communication in the Office of the President for review and assistance. If the Executive Director of Electronic Communication cannot solve the issue, then the Executive Director of Electronic Communication will escalate the issue to the CRM team via an email to crmhelp@colorado.edu.

CoE is the primary point of contact for Pharmacy users for the following items.

- PharmCAS Integration (Application object and fields that are updated on the Contact records).
    - Examples include the yearly cycle change to the integration and code, troubleshooting mapping and/or other issues, etc.
- Exchange Integration with Salesforce
- User Provisioning/Deprovisioning
    - Users will need to be coordinated with eComm processes and trainings (generally one-time per month) prior to them using Salesforce.
- FormAssembly issues for existing forms (E.g. mappings, workflow, API version updates, etc.)
- Salesforce platform bugs/issues regarding any of the above items, visibility, record sharing, etc.

For all of the above items, Pharmacy Users should email the information to the CRM team at crmhelp@colorado.edu. The Support Process Overview (below) explains what information should be included in the email. This will help the CoE in understanding and/or duplicating the issue.



Pharmacy Users should include the following information with the ticket submission:

- User name
- User identification and contact information
- Nature of issue and detailed description
- Impact of issue
- Screen shots, if applicable
    - Steps already taken to mitigate or attempt to resolve the issue
    - Deadline

When a Pharmacy User contacts the CoE, a ticket will be opened in the Service Now ticket management program and notification will automatically be sent to members of the CRM team.

Issues are managed by the CRM team in order of priority, followed by date of submission. For more information, see:

- Impact Definitions
- Urgency Definitions
- CRM Operations Service Level Objectives for Incident Response
- Major Incident Process

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Maintenance and Outages

In the event that the CoE must perform system maintenance or that a planned outage will occur, the CoE will notify the Executive Director of Electronic Communication at least 48 hours in advance. In turn, the Executive Director of Electronic Communication will notify the campus eComm Specialists, Pharmacy Users, and all affected users at least 24 hours in advance and will provide updates during and after the process as needed.

Every effort will be made to perform maintenance and conduct outages outside the normal CU business hours of 8:00 a.m. - 5:00 p.m. Monday - Friday.

Testing and New Releases

The CoE will perform in-house testing on new releases or product fixes in a development environment. Pharmacy Users will assist with this testing as needed.

Prior to deploying new releases in the production environment, the CoE will provide release documentation with as much advance notice as reasonably possible to the Executive Director of Electronic Communication, the campus eComm Specialists, and Pharmacy Users for review. Release documentation will include an itemized list of changes and the impact to end users, as well as roll-back details. Bear in mind that the CoE plans and delivers approved projects, including eComm software releases according to a project plan and schedule. The CoE will continue to coordinate communication and deployment with the Client Program Manager and other designates as warranted.

Contact Information

eComm Leadership and eComm Specialists