

INFORMATION TECHNOLOGY SERVICES DIVISION

STRATEGIC PLAN FY22



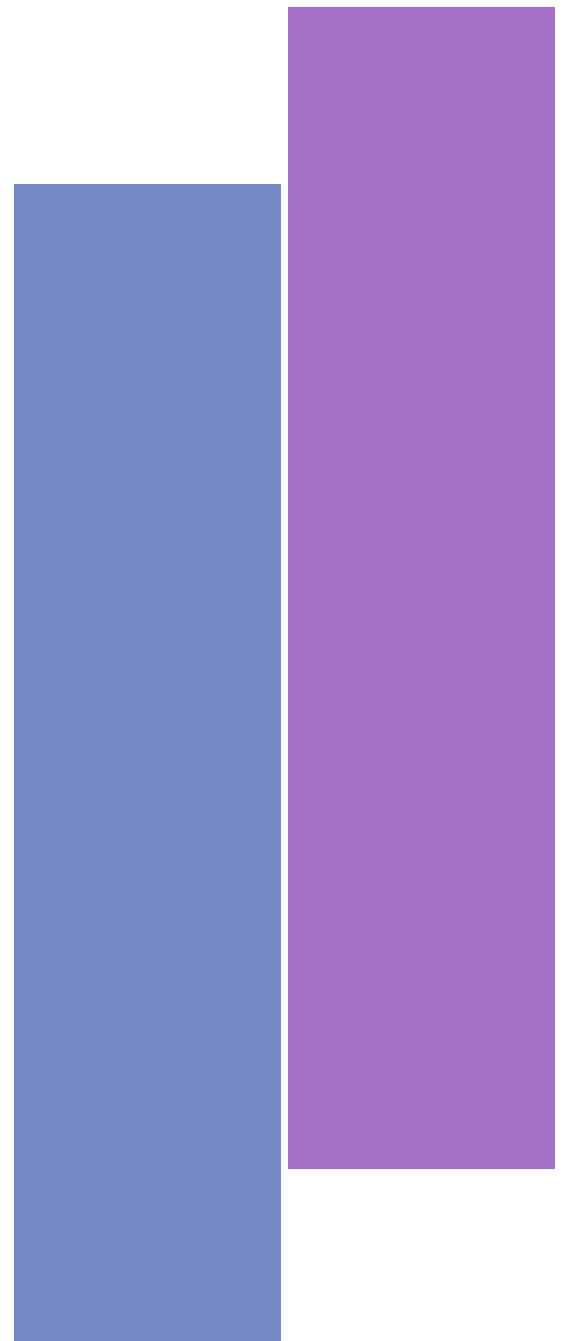
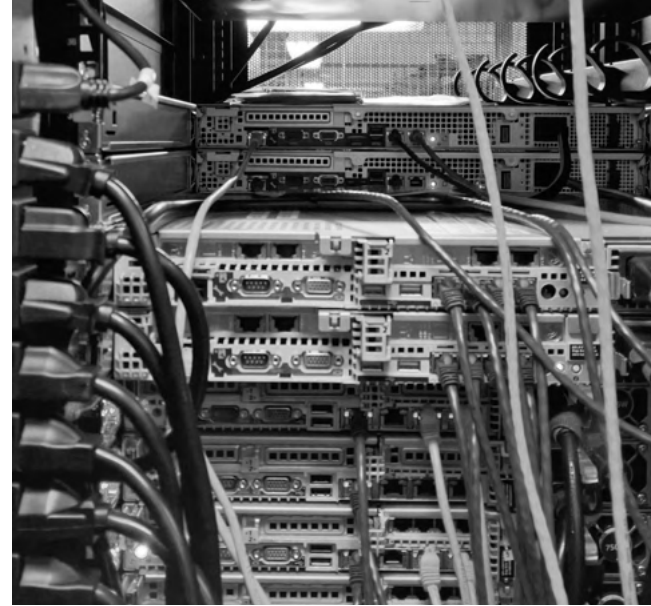
ABOUT US

As one of the most diverse universities in the nation, UMass Boston paves the way for an inclusive and accessible academic environment for all, enabled by our technology services. The UMass Boston IT Service Division works to ensure that the technology needed for teaching, learning, working, and research is useful, reliable, and secure for all.

IT provides extensive services to meet faculty's technology needs of delivering instruction remotely and in the classroom. We offer computer resources in many forms, including computer labs and classrooms, mobile laptop and iPad carts, permanent and loaner computers for office and remote working, as well as virtual cloud-based computer access. UMass Boston is Boston's only public research university, and our Research Computing team provides many technology services to our campus researchers.

IT also values technology innovation with efforts including 3D printing and virtual reality, and through encouraging internal "technovation" working groups to investigate and systemize other emerging technologies. IT offers support and system administration for many applications powering the services that we offer and that are offered by groups across the campus. Additionally, IT supports the base essentials such as telephones, Wifi, email, and the UMass Boston website. It is one of IT's most important duties, in all we do, to ensure that our users leverage these technologies in a secure manner. Therefore, our Information Security Office operates within the IT department and is responsible for security technology and security training.

Each day, the UMass Boston IT services team lives out its vision, fulfills its mission, and maintains a steadfast devotion to its values. Every member of the UMass Boston IT team has a unique perspective and skillset, just like the population it serves. IT's successes can be found in the tangible results of the team's work, but more importantly, in the collaboration and sense of unity that shine through each project.



OUR SERVICES

IT's applications help your teaching, learning, and working every day, but each app has a name that might not be totally clear if you haven't used it before.

// Echo 360, Office 365, 25 Live... Get IT, BookIt, TurnItIn...

We recognize that technology can sometimes be confusing and frustrating. To help, we have built an "IT Toolbox" page to help summarize some of our most important apps so you can more quickly and easily understand which are useful to you and learn more. Need more help? We have many tech support offerings, including walk-in, phone, email, and live chat. Get help from the IT Service Desk today!

WALK-IN APPOINTMENT

IT Service Desk - 3rd Floor Healey Library

EMAIL

ITServiceDesk@umb.edu

PHONE

617.287.5220

SELF SERVICE PORTAL

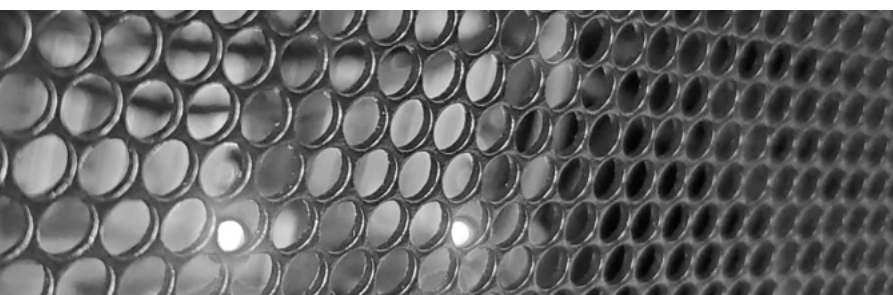
UMassBoston.service-now.com/SP

IT TOOLBOX

umb.edu/IT/toolbox

LEARN MORE ABOUT OUR SERVICES

umb.edu/IT



UNIVERSITY'S MISSION

The University of Massachusetts Boston is a public research university with a dynamic culture of teaching and learning, and a special commitment to urban and global engagement. Our vibrant, multi-cultural educational environment encourages our broadly diverse campus community to thrive and succeed. Our distinguished scholarship, dedicated teaching, and engaged public service are mutually reinforcing, creating new knowledge while serving the public good of our city, our commonwealth, our nation, and our world.

UNIVERSITY'S VISION

THE UNIVERSITY OF MASSACHUSETTS BOSTON IN 2025

The University of Massachusetts Boston is evolving rapidly. The worlds of teaching, research, and service; the many communities our university serves; and the university itself all face different challenges than they did when the university was created. As Boston's only public university, while we honor our origins as a teaching institution and our tradition of public service, we must also move forward as the increasingly sophisticated research university that we are and continue to become.

In fulfilling complementary roles as an educator of people of all ages and an economic and cultural engine for the Commonwealth, we will expand our teaching and learning activities to prepare students to succeed in a transnational world. We will graduate greater numbers of alumni to meet the demand for a well-educated workforce, and the need for independent, creative, and compassionate citizens and leaders who will shape the quality of individual and social life. Serving our students well will require us to pursue deeply engaged research, teaching, and service; to internationalize our reach and our campus life itself; to build safe, modern, and technologically advanced academic and student-life facilities; and to meet or exceed the best-practice student-success standards of our peer universities. Consistent with our traditions, we will maintain a strong commitment to educating modest-income and first-generation students from urban areas, and to promoting the best interests of the City of Boston, the Commonwealth of Massachusetts, the nation, and the world.

We will conduct research that has both local and global reach, that creates new knowledge in all major areas of human concern, and that helps our students acquire the refined and complex knowledge, values, and skills of inquiry that the highest levels of research foster and the globalized world requires. Our scholars will conduct funded and unfunded research and scholarship across a broad range of intra-and interdisciplinary areas. We will join the ranks of institutions designated by the Carnegie Foundation as "Research University/High," having achieved the requisite increases in enrollments, program offerings, advanced degrees granted, research support, and scholarly productivity.

By the end of the next phase of our development, in 2025, this vision will have been realized, and the University of Massachusetts Boston will be transformed, having fulfilled its aspiration to become an "outstanding public research university with a teaching soul."



MISSION VISION & VALUES



MISSION

Information Technology Services (ITS) provides a diverse population of students, faculty, and staff with reliable and secure technology, services, and solutions to continuously improve scholarship; teaching and learning; research; and business processes to enhance student success and support the mission of the university.

VISION

To be a trusted partner in providing secure, transformative, and innovative Information Technology services to advance teaching, learning, research, and administrative practices through dynamic and adaptive customer service.

VALUES

UMass Boston IT Services is committed to the values of:

CARING



We interact with students, faculty, and staff with respect, empathy, and professionalism.

INCLUSION



We embrace our differences to provide the best service to a diverse UMass Boston community.

INNOVATION



We value creativity and critical thinking, focusing on developing efficient, effective technology services and solutions.

COLLABORATION



We work together to implement new services and technologies to solve problems and improve the quality of life for all.

DEDICATION



We are committed to the mission of the university and the people we serve, and we work hard to ensure successful outcomes.

EXCELLENCE



We strive to provide high-quality service and support to our community of students, faculty, and staff.

DIVISION GOALS

UNIVERSITY GOAL 1

Develop a Strategic Plan for the University.

DIVISION'S MAPPED GOAL

Participate in the institutional strategic planning process and provide leadership and guidance to Services & Responsiveness committee.

UNIVERSITY GOAL 2

Continue to Progress Towards Becoming a Leading Antiracist Health-Promoting Public Research University.

DIVISION'S MAPPED GOAL

Promote the University's initiatives of diversity and social justice through community and civic engagement.

UNIVERSITY GOAL 3

Advance Student Success.

DIVISION'S MAPPED GOAL

Collaborate with faculty, academic leadership, and students, to apply technology to teaching and learning & student administration in ways that promote pedagogical innovations and student wellness.

UNIVERSITY GOAL 4

Strengthen Research and Scholarly Activity

DIVISION'S MAPPED GOAL

Partner with Research Computing Advisory Committee and researchers to implement Research Computing Strategic Plan.



UNIVERSITY GOAL 5

Strengthen UMass Boston as a University of and for the City.



DIVISION'S MAPPED GOAL

Build and strengthen local partnerships by providing technological opportunities and advancement locally & regionally.



UNIVERSITY GOAL 6

Promote Continuous Administrative Improvement at UMass Boston.



DIVISION'S MAPPED GOAL

Advance the mission of UMass Boston by implementing a state of the art, secure, reliable, and scalable technology infrastructure.



UNIVERSITY GOAL 7

Enhance Financial Viability and Sustainability.



DIVISION'S MAPPED GOAL

Partner with Administration & Finance to reduce IT spend year-over-year institution-wide by reviewing & implementing central procurement and tracking of technology.

GOAL 1

// Participate in the institutional strategic planning process and provide leadership and guidance to Services & Responsiveness committee.

- Chair Services & Responsiveness institutional strategic planning committee.
- Commission and complete holistic review of IT service delivery at UMass Boston.
- Engage IT leadership in institutional strategic planning process.
- Align IT strategic plan with institutional strategic plan upon completion.

// Develop a Strategic Plan for the University.

GOAL 2

// Promote the University's initiatives of diversity and social justice through community and civic engagement.

- Market IT resources, such as loaner equipment, to campus groups involved.
- Hire IT Interns and student employees from underrepresented communities.
- Add DEI&A requirement in all job descriptions to support diversity, equity, inclusion, and accessibility.
- Support information technology needs for campus-based social justice and anti-racism initiatives.

// Continue to Progress Towards Becoming a Leading Antiracist Health-Promoting Public Research University.

GOAL 3

// Collaborate with faculty, academic leadership, and students, to apply technology to teaching and learning & student administration in ways that promote pedagogical innovations and student wellness.

- Overhaul the UMB Student Mobile app to allow students to engage, access, and socialize with the UMB community and resources.
- Launch the Service Now 'Self-Service' portal and related modules.
- Retrofit X classrooms with technology to support BeaconFlex learning, allowing students to attend classes in person or remotely for the Fall 2021 semester.
- Continue to hire/engage our students via various programs to enhance their education, provide real-work skills.
- Promote Open Educational Resources (OER) program to reduce the cost of education.
- Reactivate and expand the Student Laptop loaner program to include fifty MS Surface Go laptops.
- Invest in and implement Mirroring 360 service in all classrooms and meeting rooms.
- Make available and promote Zoom Pro licenses to all students.
- Ensure that all student facing services use Azure authentication.
- Train IT staff to support CloudPC application.

// Advance Student Success.

GOAL 4

// Partner with Research Computing Advisory Committee and researchers to implement Research Computing Strategic Plan.

- Increase and/or diversify adoption of centralized research computing services in support of the University and its strategic goals.
- Maintain core competency and capability in high performance computing and other research computing offerings to support research operations at UMass Boston.
- Develop a sustainable funding model that allows for a continued investment in research computing hardware, software and services.
- Explore options for incorporating additional MGHPCC offerings into the UMass Boston research computing service catalog.

// Strengthen Research and Scholarly Activity.

GOAL 5

// Build and strengthen local partnerships by providing technological opportunities and advancement locally & regionally.

- Continue and expand partnerships with Boston area schools giving them the opportunity to learn about the services and technologies offered in Makerspace (each year).
- Pilot AIRA – provide GeoFence for the area [JFK station, apartment complex, Harbor Point and Peninsula], Nantucket and other UMass Boston interests.
- Leverage existing partnerships with private and public industries to assist UMass Boston students to find internships. Eg: Dell, Microsoft, MathWorks, VDC, etc.
- Host Lunch and Learn series which are open to UMass Boston students, faculty, and staff, within key industries such as Aruba/MS/etc.
- Reestablish a partnership with the YearUp program to train 2 YearUp students each year.
- Support the Urban Scholars Student program with Web Services experience each year.
- Work with HR and the Boston Public Students Summer Internship program by hiring participant students each year.

// Strengthen UMass Boston as a University of and for the City.

GOAL 6

// Advance the mission of UMass Boston by implementing a state of the art, secure, reliable, and scalable technology infrastructure.

- Complete UMass Boston campus network upgrade.
- Implement Network Access Controls (NAC).
- Extending Wireless to exterior spaces (SDQD).
- Implement Azure authentication for ALL critical applications.
- Implement MFA for Microsoft Authentication for all students, faculty, and staff.
- Refresh the HPC environment.
- Implement the TEAMS service.
- Windows & Linux Server Upgrades.
- Migrate Sophos to Microsoft Defender.
- Identify and migrate to a new SIEM.
- Migrate SQL server instances to Azure.
- In-house systems administration for CloudPC.
- Assist with the vendor selection for the Branding and Website redesign project.
- Vendor selection for a new Content Management System (CMS).
- Redesign of the Mobile app to be more Student focused.
- Market SoftPhones service to the community.
- Implement Voice Integration in TEAMS.
- Implement accurate phone location services.
- Implement SLATE as the Enrollment management system for both UG & Grad students.
- Roll out Service Now self-service portal.

// Promote Continuous Administrative Improvement at UMass Boston.

GOAL 6

// Advance the mission of UMass Boston by implementing a state of the art, secure, reliable, and scalable technology infrastructure.

- Migrate Isilon share drives to OneDrive and decommission on premise Isilon storage array.
- Extend Service Now to administrative and academic units such as HR.
- Pilot and implement InTune.
- Implement a campus wide online course evaluation system.
- Work closely with the library to enhance and support the laptop loaner program.
- Migrate LivePerson Chat to ServiceNow Chat.
- Automate the Software distribution process.
- Upgrade/replace AV equipment in Ballroom.
- Upgrade/replace AV equipment in Meeting rooms in Campus Center.
- Upgrade UMBTV to Axis TV.
- Develop an IT Disaster Recovery plan.
- Implement the disaster recovery VXRail system on campus.
- Build out a Technovation space.
- Launch the self-service portal with knowledge base articles.
- Invest in additional Webinar and HIPAA compliant Zoom licenses.
- Implement the Contact center.
- Working with the Provost office, develop the BeaconFlex program.
- Develop the TEACH Online website.
- Offer 24 x 7 x 365 helpdesk services.

// Promote Continuous Administrative Improvement at UMass Boston.

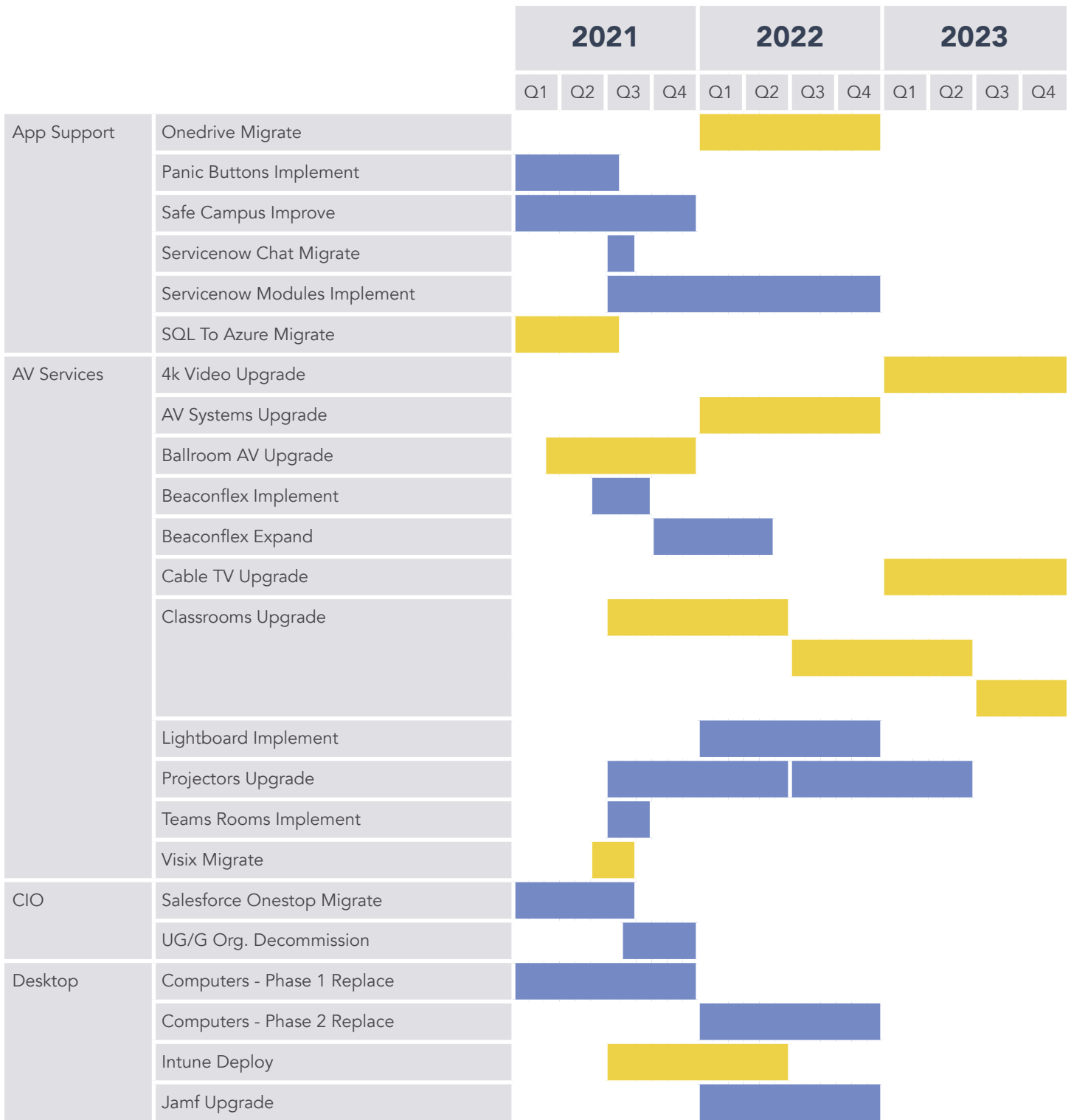
GOAL 7

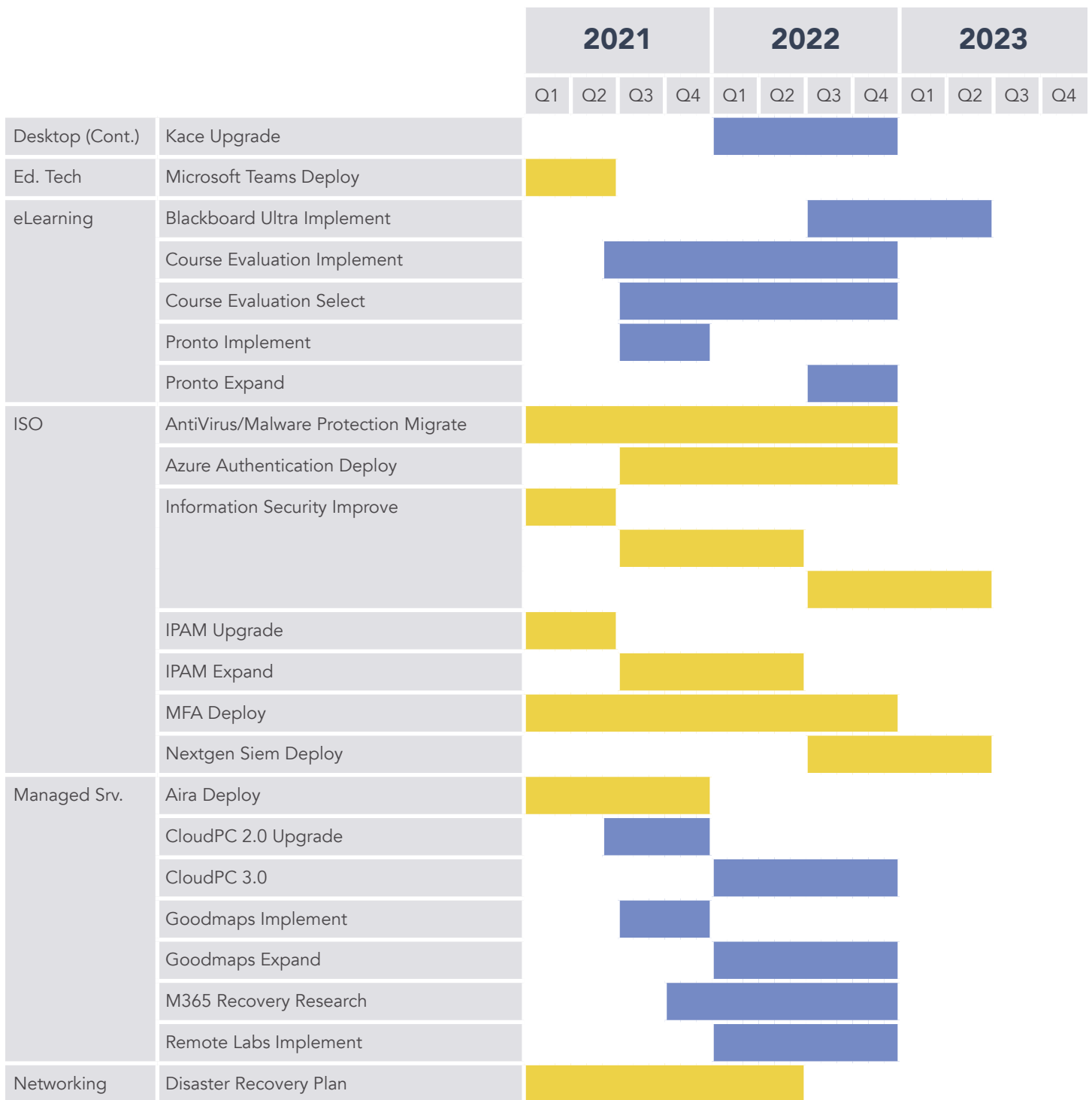
// Partner with Administration & Finance to reduce IT spend year-over-year institution-wide by reviewing & implementing central procurement and tracking of technology.

- Consolidate and eliminate duplicative technologies.
- Promote adoption of ServiceNow enterprise service management platform.
- Decommission obsolete technology and related service contracts.
- Leverage cloud-based services over on-premises to reduce total cost of ownership.
- Implement IT assessment financial improvement recommendations.

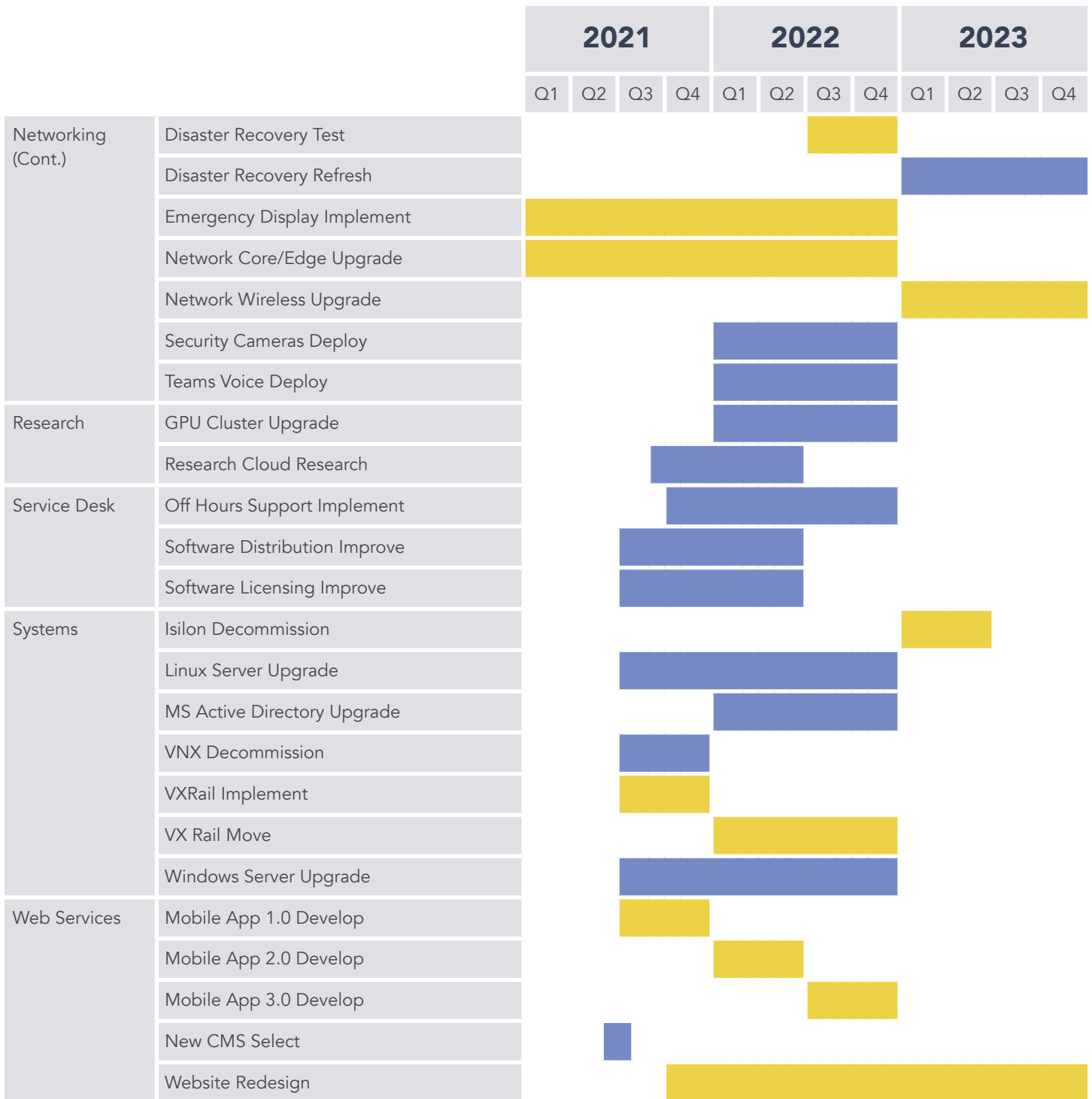
// Enhance Financial Viability and Sustainability.

TECHNOLOGY ROADMAP



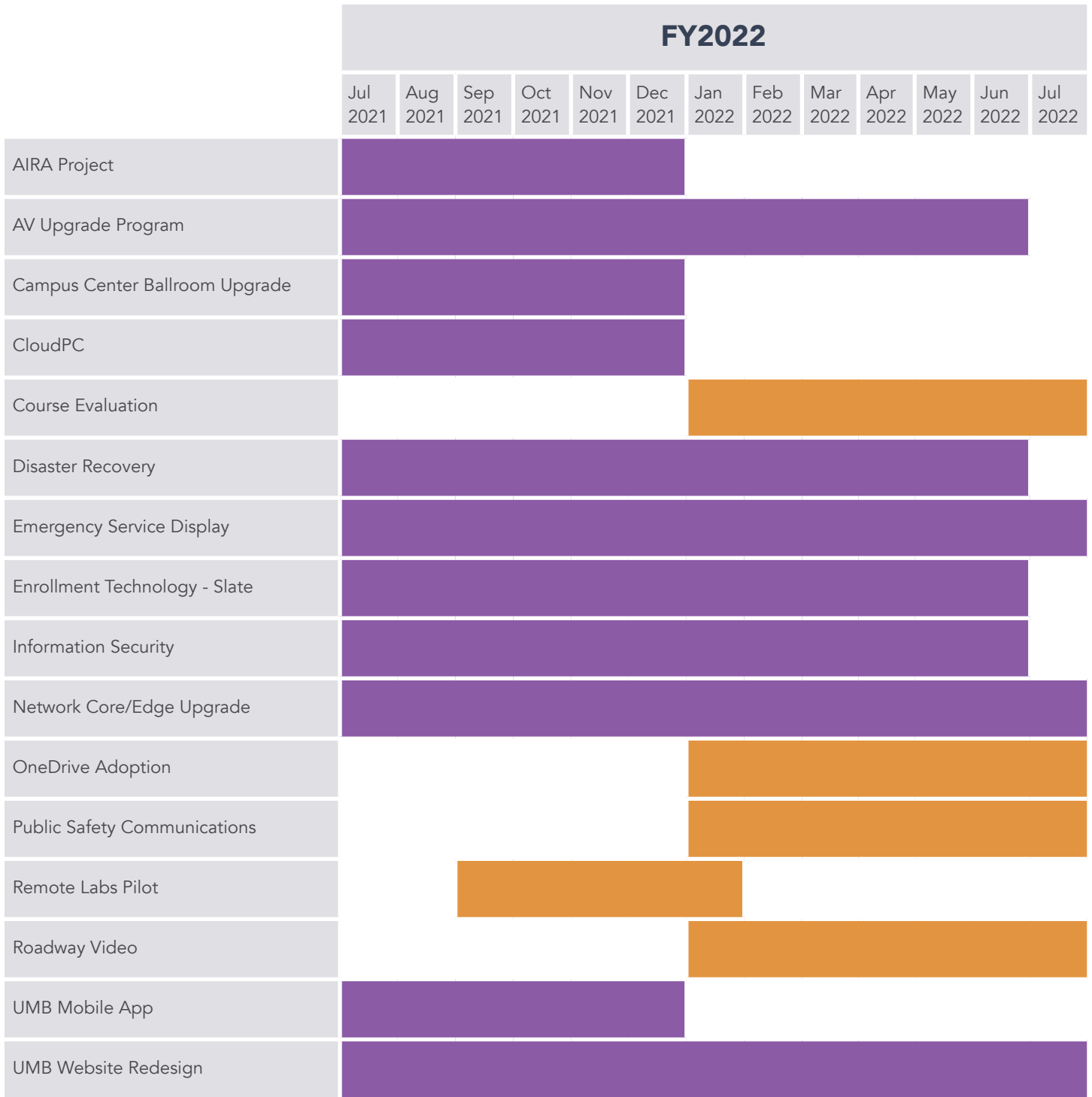


TECHNOLOGY ROADMAP (CONT.)

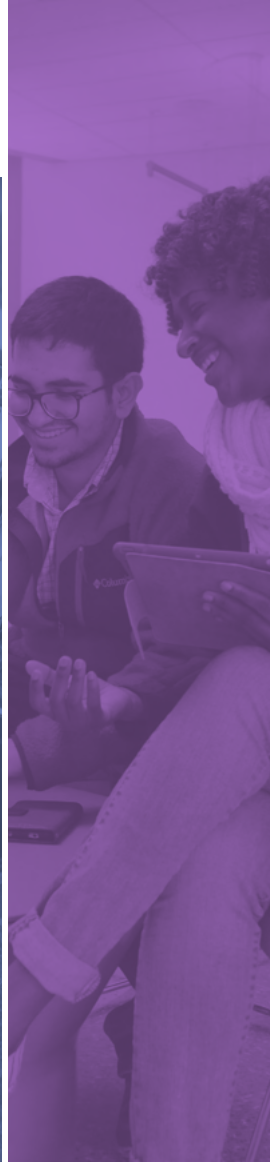


PMO Project
 Non-PMO Project

IT PROJECT PORTFOLIO



- In Queue: project is approved but not active.
- On Schedule: project is active and on-schedule.
- Complete: project has successfully completed, been deferred or canceled.



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