University of Massachusetts Boston
Information Technology Services Division

Annual Unit Report 2013-2014

Submitted by
Apurva Mehta, Interim Vice-Provost & CIO

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A. EXECUTIVE SUMMARY

As the technological backbone for the University of Massachusetts Boston, the Information Technology Services Division (ITSD) has implemented major initiatives during the fiscal year 2013-2014 to improve the infrastructure, enhance support for teaching, learning, and research, and engage in outreach activities in support of the community.

In order to foster a student-centered environment both inside and outside the classroom, ITSD has adopted a collaborative approach in working with internal and external stakeholders in supporting the University's strategic goals by providing better technological services and support to the community. We increased our network capabilities and bandwidth by 80% from 500 MB to 900 MB. We worked collaboratively with UITS and the President's Office on several projects that include the new high-speed network UMassNet, the security education program and the acquisition of several software titles such as MatLab, Adobe Creative Cloud, TurnItIn, and Atomic Learning. Other important infrastructure updates include the addition of over 200 wireless access points and the upgrade to the network in both Wheatley and McCormack buildings that now offer 100mb network speed to the desktop. We responded to more than 20,000 service desk calls, more than 160 research consultations, over 500 training sessions in various disciplines including instructional support, PeopleSoft, and office productivity applications. We converted 2,000 courses from Blackboard Vista to Blackboard Learn and provided training to faculty. As students go "mobile" we offered new services in the areas of "Classroom Capture" by recording faculty lectures and presentations using echo360; and the iPad in the Classroom project to engage students for active learning. The library, College of Education and Human Development (CEHD) and Academic Support will soon begin using iPads to enhance teaching and learning, improve information literacy skills, and tutoring capabilities. We also upgraded the hardware and audio visual equipment in classrooms, computer labs, and other teaching and learning spaces. The initial roll out of VoIP, the new Integrated Science Complex coming online; hosting high-profile events such as Fishackathon and the state sponsored Cyber Aces Security competition; the campus roll out of a mobile app are among the several new initiatives that the staff implemented. Additionally, ITSD directors and managers have been active in developing partnerships with community organizations such as YearUp, St. Mary's Center for Women and Children, McNair Program, City of Boston Summer Program, and Urban Scholars giving students the opportunity to learn new skills in the field of technology.

As a result of staff retirements and attritions, ITSD has had the opportunity to re-align some of its staff to better utilize their skill sets and improve customer service and satisfaction.

Although we were not able to achieve all our planned initiatives due to the difficulty of hiring qualified staff, especially in the areas of Information Security, Networking and Research Computing; ITSD is proud of the many projects accomplished. This has been possible only because of the effort and commitment of our dedicated staff and students' assistants, our greatest asset.

Thank you for taking the time to review some of our accomplishments for the 2013-2014 academic year as highlighted in this report.
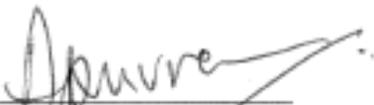
Apurva Mehta
ITSD Interim Vice Provost & CIO

B. ITSD 2013-2014 ORGANIZATIONAL OVERVIEW

As a departmental unit at UMass Boston, the Information Technology Services Divisions (ITSD) has embarked in many initiatives to respond to the technological needs of the growing population of the University namely:

❖ *Advancing the University Mission*: In the annual IT Retreat, IT Directors, Managers and for the first time, the Director of Libraries and Reference Services discussed IT needs and Library services and ways to enhance collaboration and building information and research commons. Using the "hype-cycle" graphics as a decision-making tool to help us map out the future, we revised / updated our strategic plan to reflect our new goals through FY 18. We reviewed past accomplishments and incorporated areas for improvement into the revised strategic plan.

❖ *Improving Security:* Information security is crucial in effective IT planning. Using October National Cyber Security Month, with the help of UITS, the CIO office organized and coordinated a program on Identity Theft and rolled out an online learning tool on "Securing the Human". The goal of the program is to develop awareness and educate employees and the UMB community about their information security and privacy protection responsibilities. In March of 2014, we were after a lengthy search able to hire an Information Security Officer (ISO), a critical position that had been vacant for the past 18 months.

❖ *Strengthening Customer Service Through Survey And Recognition Award*: The annual tradition to recognize excellent Customer Service underscores Customer Service is a key element of IT. The CIO Office uses this recognition vehicle to reinforce positive work while highlighting areas of improvement. The results of this year MISO customer satisfaction survey indicates that we do a good job in customer service but there is room for improvement, especially when compared with the library. As a way to improve customer service, the CIO Office with the collaboration of Human Resources initiated a training program in "Excellence in Customer Service for IT Professionals". Of the 99 IT staff, 91% attended the first phase of the training session and 70% participated in the second phase of the customer service training.

❖ *Organizational Transformation:* Change seems to be inevitable and ubiquitous. However, the primary goal for any change is to enable organizations to increase its effectiveness and competiveness. In order to better utilize its resources, the CIO office has realigned its services through consolidation or appropriation of staff from one department to another. Three such incremental changes have taken place this year:
   o The retirement of Kim Miller has allowed for the consolidation of the Digital Learning Studio and the operations of the Computer Lab – which lays the foundation for the new Information Commons and working closely with the library to build a state-of-the-art space for learning.
   o The hiring of a Sr. Network Engineer to fill the gap of the large number of requests for network related activities.
   o The hiring of a Telecommunications Engineer/Analyst to meet the needs of implementing a new phone system using VoIP technology
   o The retirement of Caroline Cappuccio, John Potter and Terry MacAskill will give us opportunities to revisit the organization structure.

C. ITSD ACHIEVEMENTS INDICATORS

With one hundred full-time staff and more than seventy part-time student assistants, ITSD has accomplished many initiatives this past year. The table below highlights the division most important achievements:

ITSD 2013-2014 ACHIEVEMENTS SUMMARY		
GOALS	**PLANNED INITIATIVES**	**ACHIEVED INITIATIVES**
Teaching, Learning, Working Environment	• Enhance Blackboard Learn with additional integration tools and training as well as the implementation of a Tier 1 support system with Embanet; expand the use of the Virtual Computing, and the iPads in the classroom initiative to more faculty. • Work closely with the architects and campus planners to develop and implement technical specifications and appropriate technology for the General Academic Building 1 (GAB1). • Encourage the use of technology by enhancing the IT Liaison program, hosting the Ed tech Conference and by introducing new tools. Upgrade computers in labs, the library, campus computers, as well as upgrading classroom technology to offer students the latest in computing technology • Provide project oversight for campus applications in tandem with UITS. Implement new systems to improve desktop support, CollegeNET 25Live with full University web site integration. • Implement additional web site tools for monitoring, capacity planning, and performance enhancements. • Expand the document imaging project.	• Converted all courses to Blackboard Learn. Worked with Wiley publishers, VoiceThread, echo360 and other vendors to integrate their systems to Blackboard. Added Matlab and SPSS to the Virtual Computer Lab. Added a second iPad cart with 90 iPads and started iPad initiatives with the library, academic support, and with CEHD. • Members from the CIS and the audio visual (AV) team have worked with the planners to ensure the selection and implementation of the proper technology and AV equipment in the ISC as well as for GAB 1. • We hosted in collaboration with CIT, OFD, CAPS & the Library the 7th Annual Conference on Teaching & Learning. We replaced the computers in the library, Purple and Gold Lab, the laptop loaners that students can check out at the circulation desk, and the Center for Library Instruction. Over 300 computers were upgraded from Win XP to Win 7 and although about 100 computers remain. • Deployment of KACE to manage desktop computers and support software distribution. Of the 1,000 licenses, 500 were shared with Enrollment Management and Psychology. The 25Live project is in progress. The integration of Publisher components with www.umb.edu will allow calendars to be directly published on the website. • Working in collaboration with the Communications Dept. and an external vendor the prototype of the mobile website was created. Phase I of the site is expected to be released in late summer (2014). • Rolled out Document Imaging to various departments, the Chancellor and Provost's office.

ITSD 2013-2014 ACHIEVEMENTS SUMMARY		
GOALS	**PLANNED INITIATIVES**	**ACHIEVED INITIATIVES**
Student Success and Development	• Enhance student employee program to provide greater opportunities for student learning. • Expand hardware and software availability for students as well as providing more technology training for students.	• The CIO Office developed a new student employee program and handbook. • All training sessions available to faculty and staff are now available to students as well. Addition of computers outside the Lipke auditorium and new printing facilities in Wheatley.
Academic Programs and Research	• Build research support capacity in hiring additional staff and facilitate researchers' use of the MGHPCC facilities. • Improve storage offerings and backup solutions for research and expand the software applications available for researchers' use.	• Formation of a research user group as well as offered training to faculty interested in using the MGHPCC facility. After 2 failed searches we have hired a Research Computing Assistant • Bought a backup solution system to be implemented in the next few months. Additionally, the university has invested in a site license for MatLab and 18 toolboxes; SPSS and other related applications are available.
Infrastructure	• Recruit and hire new infrastructure support positions. • Complete the installation of new network switches. Begin replacement of the existing phone system with implementation of Voice over IP. Purchase and implement a new contact center system. • Upgrade the enterprise SQL database infrastructure. • Build-out the wireless network, including 802.x for students. Upgrade the virtual environment and expand virtualization efforts. • Collaborate with the UMass system in the development and implementation of the Information Security Plan.	• Filling open positions have been exceedingly difficult. However working with HR, we were have able to get the salary range revised and hopefully will attract qualified candidates. This year we have filled 5 open positions • Upgraded all network switches on campus to accommodate the new network speeds. Initial meetings and consultations with the clients have begun and the goal is to implement this solution along with VoIP. • The process to upgrade the infrastructure has begun. Hardware has been acquired and a vendor has been engaged to assist with the upgrade • Completed wireless service and rolled out a new virtual environment and servers on the old system have been migrated over. • With the hiring of an Information Security Officer in March 2014, the process of hiring two security engineers has begun in earnest.

D. OVERVIEW OF SERVICES PROVIDED

With an increase in students' enrollment at UMass Boston, and the rise in the number of new facilities, comes an increase in technological needs. The following section highlights the services and projects provided to the University community by the five departments and fourteen different units of ITSD.[1]

EDUCATIONAL TECHNOLOGY

The transformation in teaching and learning is happening by leaps and bounds. Technology that was once cost prohibitive is now becoming affordable as a result of 'cloud' services and "software as a service." Our collaboration with UITS in cost sharing of software licenses such as Mathematica, MatLab, NVIVO, Adobe Creative Suite, echo360 to name a few have made accessibility to software more affordable. Our collaboration with the library and with CAPS has allowed us to work together on many projects such as training, subscription to synchronous communications tools, and hosting the annual Educational Tech/CIT/Library conference.

TEACHING AND DIGITAL LEARNING STUDIO

The prevalence of technological changes and Leaning Management Systems (LMS) in today's teaching and learning brings new paradigms in how students learn, and how content is delivered and disseminated. The Instructional Support and the Digital Learning Studio worked collaboratively in implementing and supporting synchronous and asynchronous technologies to enhance teaching and learning for UMass Boston students and faculty. Some of the key accomplishments made by this team are:

o Migration of 65% of course from Vista to Blackboard Learn. Over 1,407 web-enhanced and 290 online courses used Blackboard in Spring 2014. Enabled Blackboard Collaborate, synchronous conferencing tool in Bb Learn. Served 105 faculty in Fall 2013 Ed Tech Workshops. Planned and tested Blackboard automation and integration with WISER - for Spring 2015 implementation.
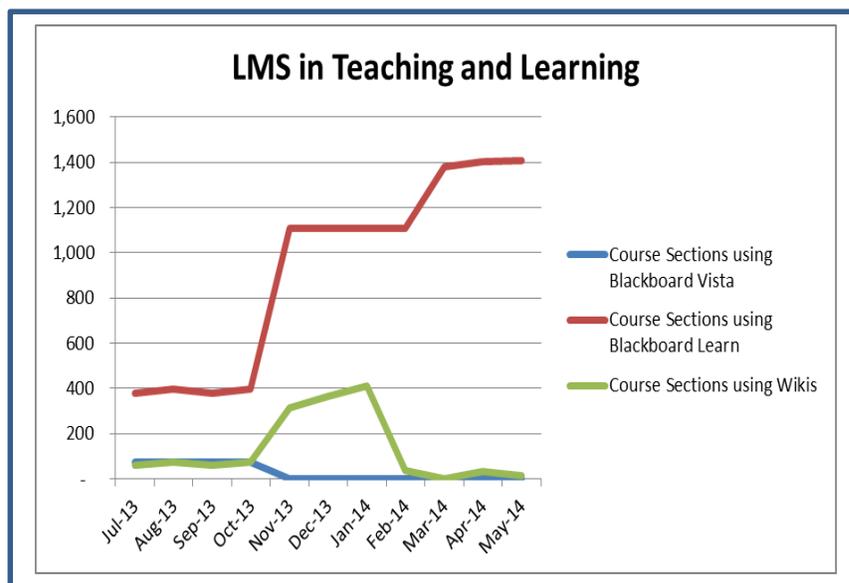
o A new 24 x 7 Online Support service for faculty and students was launched with much excitement and rave reviews as the previous vendor did not provide very good support.
o The success of the "iPad in the Classroom" project encouraged us in investing in and rolling out a second cart for the project. Twenty one professors are now using iPads in the classroom. Working with the library, academic support, CNHS and CEHD to integrate iPads in their curriculum.

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[1] See UMass Boston ITSD Organizational Chart.

- o Expansion of service portfolio offered to faculty and Students.
  - o Integration of eBooks with 3 publishers – McGraw-Hill, Wiley and Pearson allow our faculty & students to use eBooks with Blackboard. Rolled out site license for MatLab and Adobe Creative Suite Cloud.
  - o Development of Blogs and Wikis for faculty support in Fuze, Class Room Capture, Camtasia, Echo 360, and Voice Thread. For example, Professor Brian White- Use of Camtasia in Flipped Classroom and Professor Nish Sonwalkar developed a MOOC for Chemistry.
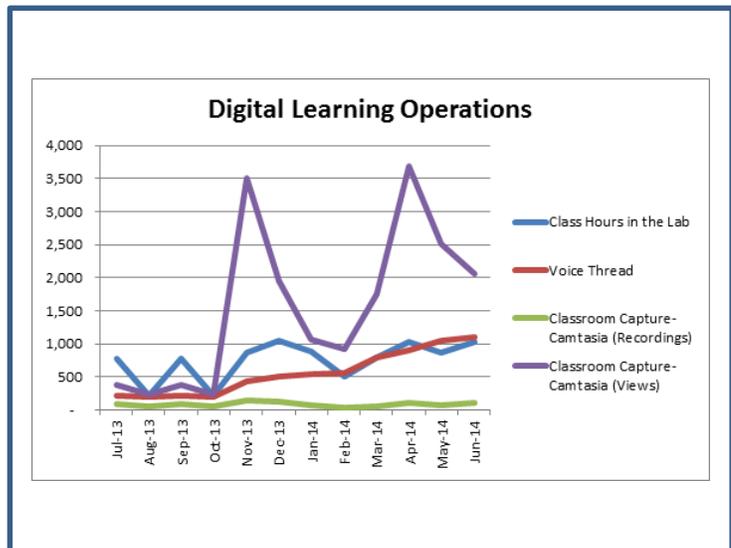
 - o Organized CIT Ed Tech Forum - Best Practices of using Blackboard Learn's latest feature set and "Flip, Learn, Adapt, and Succeed!" A Faculty Flipped Classroom Event with Wiley Publishers. Launched new Ed Tech Blog with news and information about e-Learning and Instructional Design Services at UMB.
  - o Implemented Asana.com Task Management system for ongoing project work (15 users)
  - o Received grant funding from EEC/Mary Lu Love for Open Course design work. Planned migration of OpenCourseWare content to new platform.
  - o Worked on Standard 8 of Self-Study for NEASC Reaccreditation.

TRAINING, CLASSROOM SUPPORT, AND COMPUTER LABS

Technology support is important for students' success. Some of their accomplishments are presented below:
  - o Upgraded forty-eight Computers in the Purple & Gold labs and installed 41 new computers in the library for students to use.
  - o Installed a new book scanning station in the Campus Center. This brings the total to 3 across campus.
  - o Added 3 new workstations outside Lipke for students.
  - o Replaced old computers from the Taylor Center making the center now operational for teaching & learning. New AV equipment also installed.
  - o Replaced all the computers in the training labs – P1 (16 Pc's) and P6 (9 iMacs). These labs are used for training faculty and for virtual conference meetings with other campuses.
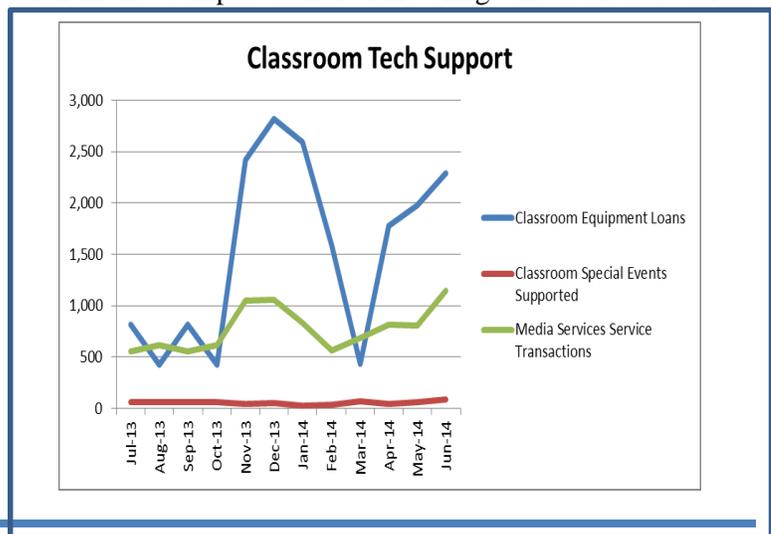
RESEARCH COMPUTING

Research Computing plays a crucial role in academic institutions providing a space for researchers, scholars, and graduate students to collaborate and securely manage their research digitally. Although the department is new, it has undertaken many initiatives in supporting and expanding the University research goals such as:

- o Worked with new faculty with their research computing needs, including both High Performance computing and laboratory needs.
- o Provided consultations to 145 researchers (Students and Faculty) in 30 different departments.
- o Installed and configured a 1GB network connection between UMass Boston and MGHPCC center in Holyoke.
- o Re-established Graduate student VPN services to use in-house authentication system. This provides graduate students doing research with the same access as faculty.
- o Established a Research Computing User Group comprised of faculty and graduate students doing research. The initial meeting held in December confirmed that there is a wide interest in the research field both in hard and social sciences.
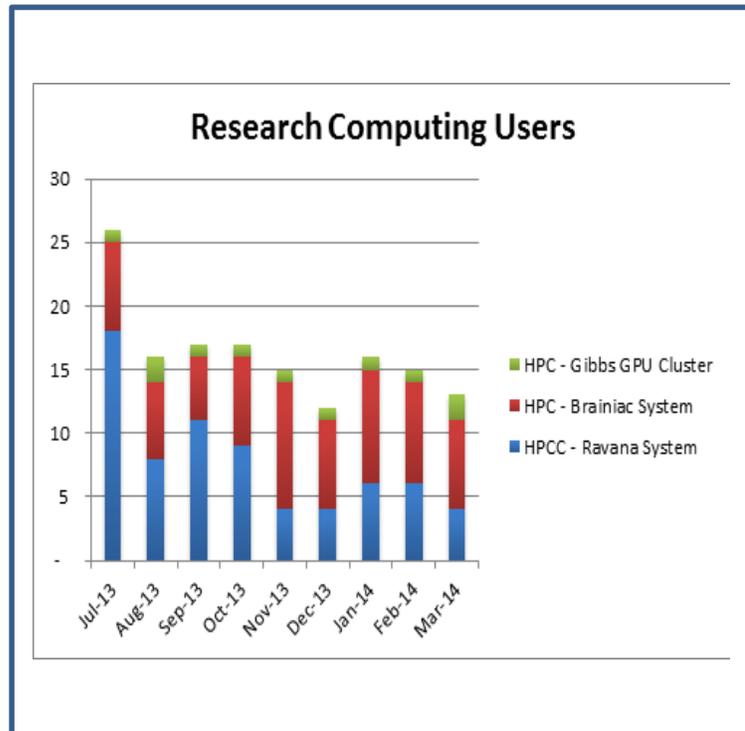
INFORMATION SECURITY

The Information Security Officer position has been vacant for two years and was filled in April 2014. The immediate goal of the Security Officer is to develop awareness on information security and find an appropriate balance between infrastructure openness and security. Some of the initiatives were:

- o Communication of key security issues to students, faculty, and staff in coordination with the President's office on critical issues affecting all campuses such as XP end of life support, IE Zero Day vulnerability and patching, Heartbleed Vulnerability, patching of critical servers, Validation CERT Communication Go-On-Green, and FBI announcement on Student Internet scam.
- o Data Loss Prevention: Installation of Identity Finder on 332 computers (Enrollment: 70, Psychology: 131, Admissions: 33, and ITSD: 97).
- o End Point Security and Data Backup Solution:
  - Signed an agreement with the President's Office and UMass campuses to have McAfee meet their End Point security needs such as file and folder level encryption, McAfee

antivirus/antimalware, KACE etc.: Reviewed the Master Service Agreement Contract to ensure all the information security aspects are addressed.
- McAfee ePO Server Management: Helped with server issues by coordinating with McAfee Platinum support. Coordinating with Consulting firm and UMB Application Services and Communications and Infrastructure team to get the ePO Server upgraded to the latest version of ePO rev. 5.1.
 - o Put together a PowerPoint on Cyber security Awareness Best Practices.

SERVICE DESK AND CLIENTS' SUPPORT

As the front end in providing services to the University community, the IT Service Desk responded to almost 27,000 tickets and the call volume was up by 34% over AY 13-14, with WISER problems (largely password issues) up 84%. With an increasing in enrollment and complex infrastructure, the data clearly point to the need for additional full-time staff.

Annual IT Service Desk Call Volume		
CALL CATEGORY	AY 2013	AY 2014
WISER	5,367	9,869
Blackboard	463	546
Repair	287	259
Assigned To Consultants	4,332	5,671
Other	8,067	10,400
TOTAL	19,964	26,745

IT Service Desk staff also participated in a successful rollout of ALEKS, the new online math placement test for incoming students. We expect to continue active participation in this as we learn from the initial rollout and adjust procedure to make the process smoother for incoming students.
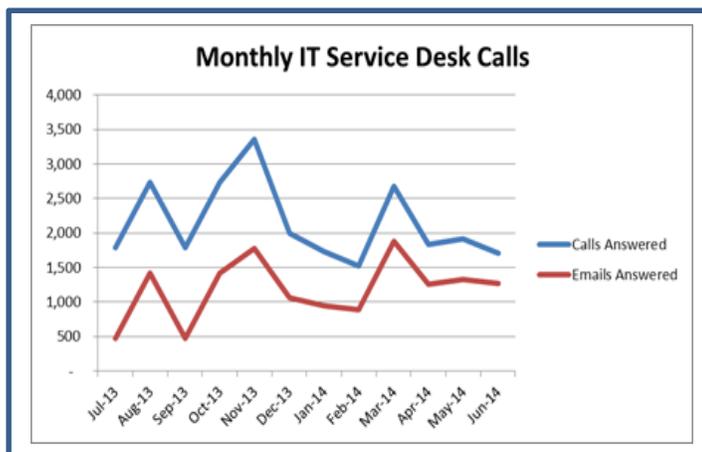
The Desktop team completed the following assignments:

- o Worked on and closed 5,210 tickets. That is an average of 434 tickets per month.
- o Of the 5,210 tickets, 346 tickets are for migrating Windows XP to Windows 7. As part of the XP migration project, successfully migrated Bursar's Office 2 teller computers and a server. The process included cloning proprietary software from Windows XP to Windows 7.
- o Computers Replace program: Successful deployed and distributed 325 new computers to staff, 130 computers for the library and labs, and 40 for new faculty.
- o Handled 25 cases where a virus infection necessitated the disabling of the network connection.
- o Implementation of KACE allowing IT to manage computers remotely.
- o Over 175 connections to CAT 6 cabling in Wheatley. This enables faculty and staff to connect to our network at 100mb speeds.

APPLICATION SERVICES

The team provided web design, development, and web applications and database support for the University web site. The strengths of the team are apparent in the ability to collaborate across ITSD and with all Departments and Colleges to meet the diverse needs of the University.

PROJECT MANAGEMENT AND TRAINING

The project and training teams worked on multiple projects throughout the year and collaborated with UITS, internal and external stakeholders, and project sponsors to design training guides and conduct training to meet the needs of users. The teams were involved in some of these projects:

- o Document Imaging System training & implementation for Undergraduate Admissions, Registrar & Financial Aid.
- o Implemented CampusCE, OLLI online course registration system, iModules ecommerce systems for UA, BuyWays system, GradesFirst for Athletics, Finance Manager & report distribution tool.
- o Document imaging project (UG Admissions) recognized in UITS article.
- o Created training documents for Identity Finder and installed Identity Finder Client software on 45 IT computers (including the Training Room).
- o Conducted BuyWays training for approximately 300 users. Additionally, training was conducted for Security, PeopleSoft, and Expression Engine.

APPLICATIONS AND WEB SERVICES

The team provides web and system administration, photography, room layout, and facility logistics input for the R25 and X25 system.

- o Provided web design, development, and web applications and database support for the University web site. System administration and support for R25 and X25, Class and Event Scheduling and analytics software.
- o Servers to upgrade the MS SQL Enterprise system have been implemented. Converted all MS Access databases to web applications for Community Partnerships.
- o Completed Phase I branding for Mobile App with ModoLabs.
- o Designed Newsletter templates for The Point, Chancellors Announcements, Construction Updates, UMass Boston "In the News"
- o Provided statistics and trained departments in the use of Google analytics.
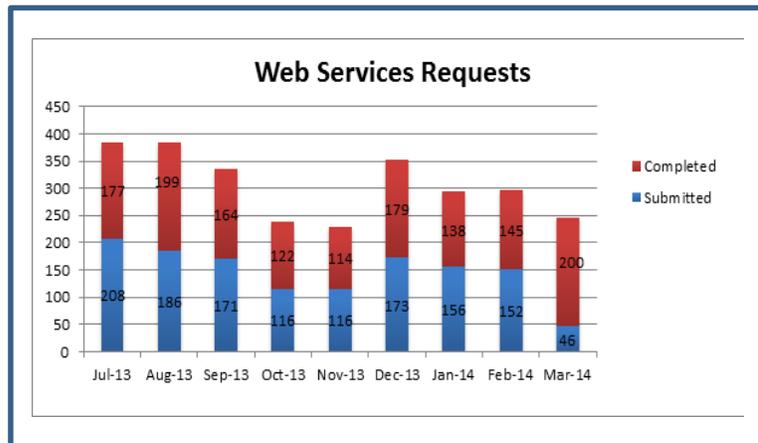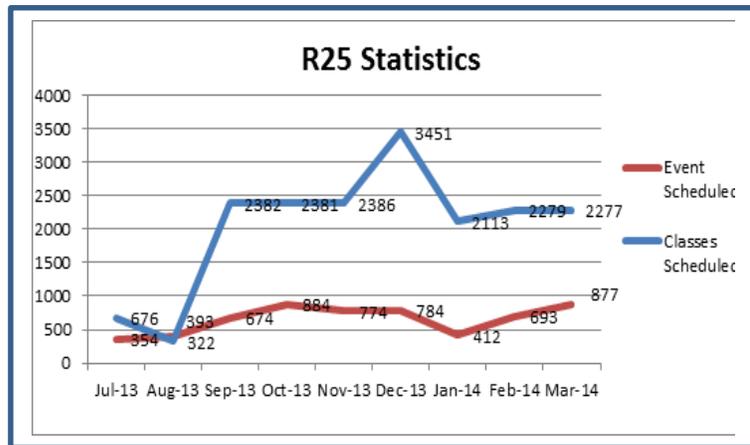
COMMUNICATIONS, INFRASTRUCTURE AND NETWORK

Without a robust infrastructure any system or service we offer our faculty, staff and students will not work well. Hence the time and effort that has been devoted to this area has been critical.

NETWORK AND SYSTEMS

Some of the initiatives taken by the Network and Systems teams in order to improve network performance on campus are:

- o Installation of wireless access points throughout all campus buildings. All associated cabling, mounting, labeling and connectivity and the replacement of Ethernet switches in all buildings.
- o Activation of new Category 6 cabling for all desktop users on campus.
- o Installation of new single mode fiber optic cables to all IT communications rooms for new Ethernet hardware and improved bandwidth capabilities.
- o Design and specification of technology infrastructure for new Integrated Sciences Complex.
- o Installation of campus first ever truly virtual environment VStart 200 into campus data center.
- o Design and specification for all Bayside parking communications infrastructure.
- o Design and installation of Cyber Aces and Fishackathon contest on campus.
- o Design and specification for Utility corridor and roadway relocation project. This includes conduits, fiber optic ribbon cable, vault locations and external utility access.
- o Justification and beginning stage designs of relocated campus data center.
- o Design and specification of technology infrastructure for new General Academic Building one.
- o Installation of all campus construction webcams on various building rooftops to monitor construction progress of ISC, GAB1 and Edward M. Kennedy (EMK).
- o Cabling and setup of CAPS classrooms at Corcoran Jenison building.
- o Setup connectivity for Thompsons' island wireless link back to UMB campus for EEOS research.
- o Achieved 100 percent reliability for campus data center operations to include power, cooling and fire suppression. This includes hosted services for all on-campus needs and UITS.

OPERATIONS AND TELECOMMUNICATIONS

The Operations and Telecommunications teams work collaboratively with the network group on the following projects:

- o Increased UMass Boston's network bandwidth by 80% from 500 MB to 900 MB allowing for additional traffic to flow to and from campus.
- o Replacement of the network infrastructure in the library building to accommodate 10 GB connections. This allows for enhanced network connections for servers and wireless access points.
- o Installation of wireless coverage throughout the entire McCormack, Clarke, Wheatley and the Campus Center buildings.
- o Activation of all new CAT 6 cabling (supports 100 MB) to McCormack and Wheatley building.
- o Installed and configured a 1 GB network connection between UMass Boston and the MGHPCC in Holyoke. This dedicated connection allows for high-speed connectivity between Boston and Holyoke and our faculty can take advantage of the resources there.
- o Roll out of "Secure Student" wireless network (802.1x protocol). This allows our students to access the same set of sources as our faculty/staff.
- o Upgraded of PBX to Aastra 5.0 which allows the use of Voice over IP (VoIP) phones.

AUDIO AND VIDEO PRODUCTION

The audio and video production team recorded innumerable events for the campus community and provided support for synchronous tools used in teaching and learning. Some of their accomplishments include:

- o Installation of a new classroom capture system – echo360 in key spaces and auditoriums across campus. This new system will replace the existing systems – Accordent and Camtasia Relay.
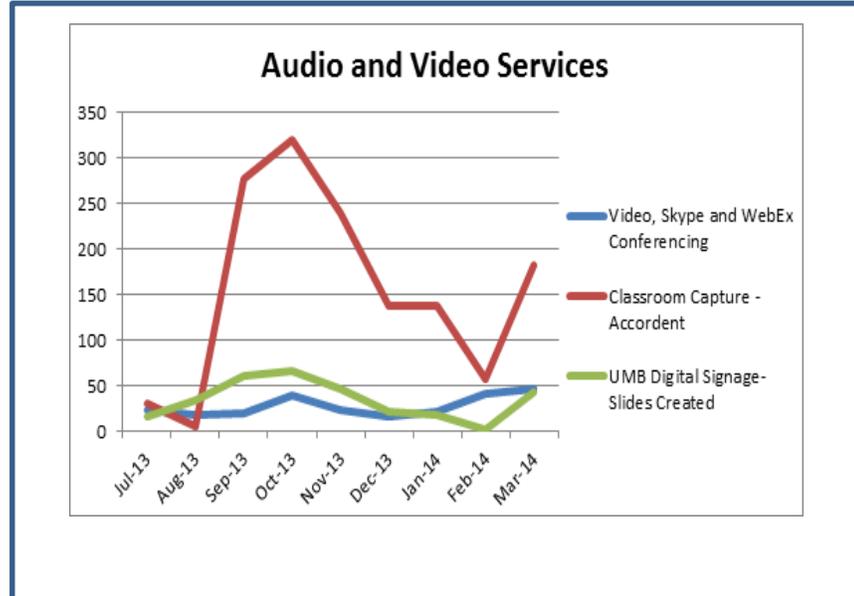
- o Recorded many important events such as Fall convocation, Boston Mayoral debate, Celebrate your Health, UMB Gala, Mass Healthcare Commission, UMass Climate Presentations, From Genocide to Cooperation: Liberating Yugoslavia of its Own past, Wang Linxu Traditional Chinese Art, Ideas Boston.
- o Rolled out of a new service for telepresence called Fuze. As the 5 campuses collaborate closely on many projects this tool allows us to meet virtually, saving travel time and money. This synchronous tool is used by faculty to conduct live meetings, for collaboration, online education, and for training.

E. COMMUNITY OUTREACH

ITSD worked with various external partners and organizations in order to become more engaged in the community and provide internship opportunities for students interested in the IT field. Additionally, ITSD has embarked with internal collaboration to strengthen its relationship with academic departments namely the College of Management, McNair Institute, St. Mary's Center for Women and Children, City of Boston Summer Program, and the Urban Scholars programs in the following activities:

- o Hosted internships for Year Up and high school students from the Chancellor's summer internship program.
- o Hosted a summer internship for sophomore and senior students majoring in computer science and MIS program.

F. TRAINING AND PROFESSIONAL DEVELOPMENT

The ITSD staff is committed in improved their knowledge for professional and personal growth. The table below presents an overview of trainings involved by ITSD employees by department:

DEPARTMENTS	TRAINING and Professional Development
Application Services	Agile Project Management and Project Management in Higher Education; Database Management; ITIL Foundations. CollegeNet Annual Conference; CollegeNet RUG Regional User Group Help Desk Institute (HDI); Project Management Institute (PMI) International Association of Electrical Engineers (IEEE) Society for Information Management (SIM) Boston Chapter
Clients Services	Dell computer product road map NERCOMP security spring camp Angel Beat computer seminar Introductory training in ITIL
Research Computing	ECAR Annual Meeting 2014 on "The Current State of Research Computing in Higher Education." Courses taken in Organizational Analysis and Skills, Computer and Information Systems, Managerial Economics, Organizational Diagnosis and Change, and Authority, Power and Justice: Leadership for Change.
Communications and Network Infrastructures	SANS 20 Critical Control Training; QUALS on SANS Controls McAfee Event on the next generation networking solutions; IBM Event at UMB VMWare User group meeting: May 8, 2014 presentation to the UMass Online Users Group on Adobe Connect Meeting extensibility and the Value Added Reseller (VAR) system.
Educational Technology	Workshops for Faculty on Camtasia Relay & X-Tag Microphone, To Flip or Not to Flip (the Flipped Classroom), MOOC: Beyond the Buzzword, Classroom Game Basics, Respondus LockDown Browser, Teaching Multiple Sections in Blackboard, Plagiarism Prevention with SafeAssign Peer Reviewing Student Papers using Blackboard's Groups Feature Training in "Just in Time" Training with Atomic Learning, Pharos and Mobile Device, Blackboard.Com Course Delivery GUI Administration Leveraging Publisher Integrations and Adaptive Learning Functionality when considering Alternate Credentialing Presentation on synchronous conferencing best practices at NERCOMP annual session (April 2014) and one UPCEA webinar (Oct 2013). Presentation on "iPad Deployment" on campus technology - June 2014; Monthly participation in Blackboard Connect Product Advisory Board.

G. ITSD EXPENDITURES

The 2013-2014 operating budget for ITSD excluding salary staff was approximately $3,379,066 as displayed in the graph below. The '*Other*' category include: Telephone recharge, copy, mailing, office supplies, and small equipment (peripherals).

FY14 Expenditures by Service

Legend:
- Infrastructure
- Consultants
- Professional Development
- Client Services
- Classroom Tech & AV
- Applications and Web
- Student Staffing
- Research Computing
- Educational Technology
- Security
- Other

Pie chart values:
- $1,178,678 (Infrastructure)
- $131,500
- $25,655
- $652,000
- $308,158
- $186,299
- $570,647
- $185,000
- $957,010
- $29,000
- $490,972
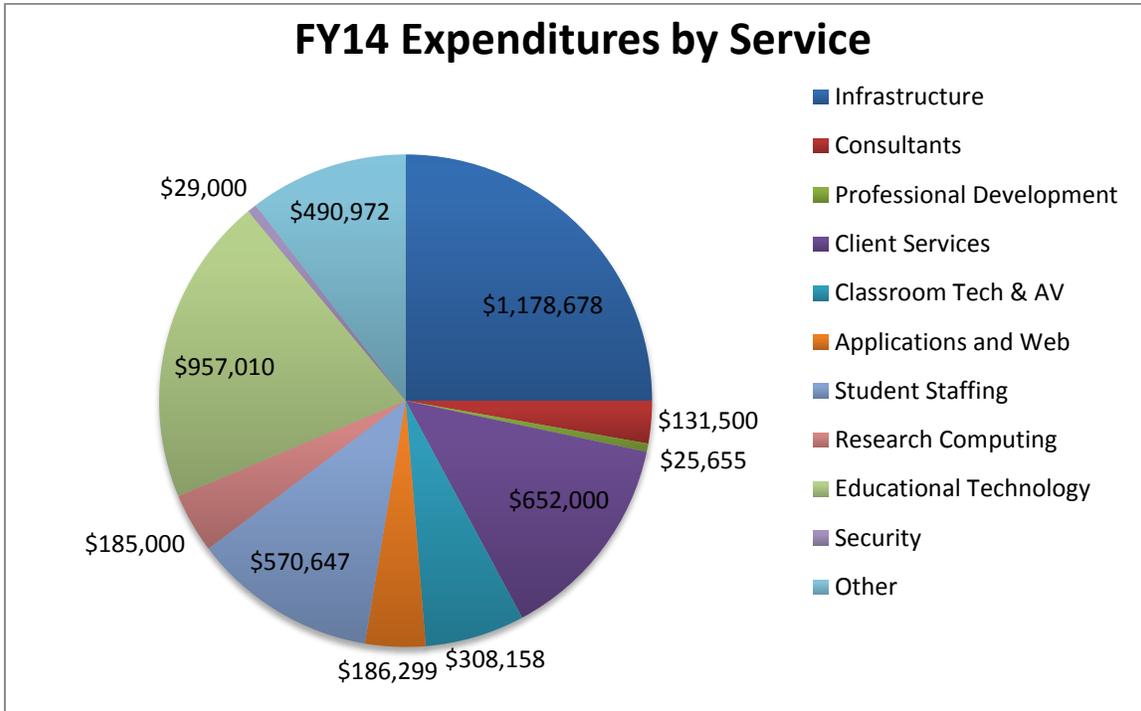
H. ITSD 2014-2015 INITIATIVES SUPPORTING UMASS BOSTON STRATEGIC GOALS

As a unit, ITSD has continually embedded in its plans activities to support the University's strategic goals and will continue to do so. Here are some of the activities ITSD aims to embark in 2014-2015:

UMASS BOSTON STRATEGIC GOALS	ITSD 2014-2015 GOALS
Advance Student Success And Development	o Develop and implement a student training program that allows our students to learn new technologies and grow professionally. o Working closely with UITS in developing a cyber-security training program. o Pilot a student-run IT Service Desk servicing student needs. o Commence project to develop a UMass Boston Student Portal.
Enrich And Expand Academic Programs And Research	o Provide research specific web templates to highlight the accomplishments of our researchers. o Reconfigure network connectivity for UMassNet offering to MGHPCC to provide higher bandwidth connections to research efforts when requested.

| UMASS BOSTON STRATEGIC GOALS	ITSD 2014-2015 GOALS
Improve The Learning, Teaching, And Working Environment	o Identify resources and develop partnerships to improve the use the LMS and synchronous and asynchronous tools and mobiles devices. o Implement the new echo360 classroom capture system in 20% of the classrooms. Make available the portable echo360 system. o Undertake the Campus Computer Replace program – 300 computers o Replace and upgrade the teaching infrastructure (furniture, projection equipment/screen, and computers).
Establish A Financial Resources Model	o Provide a sustainable charge back model that correlates with an enforceable Service Level Agreement. o Provide project oversight and management for upgrades to, addition of new capabilities, and new modules of our PeopleSoft Human Resources, Finance, and Student Administration systems, providing streamlined processes, reporting, business intelligence, and daily operations for departments across the campus.
Develop An Infrastructure Supportive Of The Preceding Goals	o Enhance the network infrastructure, both wired and wireless to accommodate for the growth in students & faculty research and build a Virtual Desktop Initiative (VDI) allowing students to access the same resources on and off-campus. o Implement a Mobile Device Management (MDM) solution that will assist with managing mobile technology, especially iPads in the classrooms. o Develop a marketing and communications plan that uses web, print and social media to publicize IT events, services and "storing telling" about IT. Define and publish a support catalogue for all IT services. o Implement a desktop management system (KACE) on 50% of all computers on campus (approx.1,000) that will allow for more efficient management of end point devices. o Convert 20% of analog TEC Classrooms into Digital Classrooms. Continue Fuze Pilot Program which will allow our faculty and staff to meet and collaborate via cloud based meeting tool. o Develop a structured Research offering and Information Security Initiatives to meet the University research goals. o Implement a Service Management ITIL system to increase the productivity, customer satisfaction, and knowledge of the ITSD and Customer Service Departments using a hosted environment. Expand the offerings of the application teams to provide additional services and administration of applications to more UMB entities. o Complete the migration of R25 to 25Live, improving our ability to schedule classrooms and expanded capabilities for special events. Added integration with the UMB web site to allow schedulers and the ability to serve up real time information to the University community. o Upgrade the Xythos document management system. Provide expanded capabilities, security, and maximize performance, scalability, and storage for expected growth.

I. MOVING FORWARD INTO THE NEW FISCAL YEAR

As we move into this new fiscal year, the focus of ITSD would be on staff realignment in order to better utilize our existing human resources. In the coming months, six staff members are expected to retire or leave through attrition. This is a pivotal point in the life of the organization which will help guide the services we offer in the coming years. This is a very promising time for ITSD, with opportunities in realigning staff across the various departments. The CIO office will develop partnerships and collaboration with other internal and external entities such as the Healey Library, UITS, and other universities among the UMass system so as to improve value added services, obtain volume pricing for new applications and software. Some areas of concerns are:

- o *Network Performance & Infrastructure:* In every survey conducted, faculty, staff and students mention network performance as an area that needs improvement. With the university moving towards a more "research" centric space, the infrastructure needs to be such that it meets the needs of the faculty, students and researchers. With the anticipated rollout of UMassNet which promises to deliver over 5GB of bandwidth, this will hopefully, address the needs of UMass Boston for the next couple of years. Data storage service is an area that needs to be built from the ground up. With new technologies and cloud based services available, our faculty and students must have easy access to large amounts of data for their research and teaching & learning needs.
- o *Staffing:* An area of concern is our inability to attract qualified professionals in the areas of Information Security, Network & Telecommunications, Web Development and Research Computing. Without the right people, it becomes difficult to complete the complex projects required for UMass Boston to be competitive. Alternative solutions such as promoting from within and training the staff or hiring students directly out of school may offer a temporary solution to an ever growing problem.
- o *Organizational and Professional Development:* ITSD needs to provide professional development for its staff to keep up with the changing technology and environment. Rather than relying on services from external vendor, there is a need to invest in our staff and empower them with new knowledge and expertise. Although training dollars are available, a more strategic approach on spending these scare resources needs to be developed. There is a lot of talent within the staff, harnessing their potential is critical.
- o *Information Security:* Information security is a major concern for ITSD. The lack of a security team has inhibited our faculty and students from doing research freely. We are in the process of hiring two security engineers and with our recently hired ISO, we hope to build an effective security team.
- o *Customer Service:* The time taken to resolve a desktop issue has been another pain point for us. With the increased number of computers on campus and current staffing levels remaining the same, the way we resolve a desktop issue must change. With the right investment in technology and training, this issue can be resolved. Other ideas for improving customer service involve expanding Service Desk hours to cover evening and weekends. This can be accomplished by partnering with the Computer Labs / Information Commons staff which is a 7 day a week operation.
  Research Computing: Research computing is an area that will grow in the coming years. With over fifty-five new faculty expected to join the university in September 2014, the demand for research computing support and assistance is expected to grow. The hiring of a Research Computing Associate will allow the Director of Research Computing to offer additional support for faculty doing research on campus and in the MGHPCC space.

J. APPENDIX A: ITSD ORGANIZATIONAL CHART

Information Technology - April 2014

Interim Vice Provost / CIO
Apurva Mehta

Director – Research Computing
Jeff Dusenberry

Executive Assistant
Salina Allen-Sharpp

Administrative Assistant
Eleanor Brown

Business Manager
Jiuan Mo

Assistant Business Manager
Michele Karas

Assistant Vice-Provost
Application Services
Linda Modiste

Assistant Vice-Provost
Communications and
Infrastructure Services
Wil Khouri

Assistant Vice-Provost
Client Services
Apurva Mehta

Assistant Vice-Provost
Educational Technology
and Learning Commons
Apurva Mehta

Campus Applications & Databases:
Robert (Bob) Caron – Manager
Alexandrine Policar
Bhavesh Shah
Jeeva Arthur
Peter Tierney

Enterprise Applications
Terence (Terry) Phalen – Manager
Anthony Manibusan
Caroline Nelson
Lisa Moriarty
Linda Perrotto
Mary Ryan
Thomas (Tom) McClennan II

Web Services:
Jim Wyse - Manager
Lisa Berelson
Lisa Link
Peter Tattlebaum
Thanh Voung

Operations:
James Soule – Manager
Carmine DiFilippo
James (Jim) Moririson
John Tansey
Johnny Luk
Kurt Charlton
Robert (Bob) Siebert
Ruth Tremblay

Sys. & Comm.:
Brian Forbes - Manager
Chhorda Rorth
Daniel McDonald
David Gorfine
Ellinor President,
Jamil Moosavifard,
Leonard Kroll,
Marla Filoso
Scott Gilbert,
Yuk Fung,

Information Security Officer:
Jayshree Khrisnamoorthy

Telecommunications:
Dianne Kroll - Manager
Edward (Eddie) Luciano
Mary Zukowski
Mimoza Papargjir
Sereynita Altarejos

DL AV Support Ctr.
John Jessoe - Manager
Alan Girelli
Jeffrey Wade
Lauren Nogueira
Mark O'Sullivan
Toni Marie Pennacchia
Zack Ronald

Service Desk:
Peter Adams - Supervisor
Christine Carpenito
David Wilson

Desktop:
Raymond Tse - Manager
Alison Murray,
Andrew (Andy) Arcadipane
Daniel Okoh
Gerard Maloney
Hung Nguyen
Keith Pyle
Margaret (Peggy) Tippit
Quan Nguyen
Scott DeVillafane
Tam Nguyen

Instructional Technology Center:
Caroline Cappuccio – Manager
Angela Carretta,
Katherine Ananis,

Ed. Technology Operations
Mary Simone - Manager
Ananta Sinha
Binh Ly
Dann Brown
David Ford
Donald (Terry) MacAskill
Donna Hill
Henry Lay
Marsha Gratto
Matt McCubbin

Instructional Support:
Mark Lewis – Manager
Ellen Foust
Gene Shwalb
Irene Yukhananov
Jessica Downa
John Mazzarella
Kalindi Mehta
Paula Dinneen
Peter Tofuri, Jr
Rrezarta Hyseni,
Theresa Nelson-Miller

Classroom Technology Support
John Potter - Manager
Christopher Pahud
Richard Fish
Robert Fitzgerald
Vivian Tran

K. APPENDIX B: ITSD STAFF AND STUDENTS RECOGNITIONS AND ACCOMPLISHMENTS

[6/5/14]
Dear Lisa,

Thank you for providing an informative, productive and engaging CREST-REU workshop yesterday on Visual Communication. It was perfect for the time constraints I imposed on you and for the cohort development/collaboration skills that we strive for in our program. The amount of work you put into the blog page and associated links and your enthusiasm were impressive. The fact that the CREST REU Scholars came back with some creative and extraordinary photo essays after only a 1 hour overview and direction period is a testament that you engaged the scholars and provided them with effective content!!!

I was so impressed that I told School for the Environment Dean Robyn Hannigan that she must contact you to work with her undergraduate and graduate students, faculty, and staff!

Thanks again and I hope that you are willing to provide future workshops for the CREST REU program and School for the Environment Initiatives!

Sincerely,
 Alan

[5/22/14]
Jamil and Hung
Thanks so much for all your support. It is very much appreciated. You are terrific to work with.
Anne Riley

[5/5/14]
Hi Raymond,
The replacement project for the server and 2 teller stations have been completed successfully in our teller area, and they are working and running fine.
We really appreciate for Keith's effort to make it happened, his expertise to solve the issues that we encountered during the replacement, and his flexible time for staying late to perform the testing.
Many, many thanks to all of you on this replacement project.

Jimmy Sam
UMB Bursar Office

[4/18/14]

I have been at UMass Boston for close to 30 years both as an administrator and professor. Currently I am Professor of Africana Studies. For the past few years I have come to the IT Desk when my computer had a problem. I always went to David Wilson and he would always take time from his busy schedule to listen to me speak about my computer problem and then he would come up with a solution. He never acted as if he didn't want to be bothered. While the malfunction may have been a crisis to me, he always showed great empathy to my plight and immediately started to search for solutions. He is a very pleasant man and a real asset to the University. Many times we at the University take our staff for granted and do not thank them enough for their work and expertise. I want each of you to know that Mr. Wilson's professionalism has greatly enhanced my productivity as a faculty member and I thank him and your department for your support.

Robert Johnson Jr.

Professor African Studies

[3/4/14]

Good Morning!
I could not access the link mentioned below because I'm not on campus, therefore I'll comment on service via this email.
2 people helped me:
#1, pleasant man who answered the IT service desk phone and immediately referred me to Christine after I told him of my plight.
#2 Christine was as professional as ever; pleasant, congenial, and better yet, able to help me with my password conundrum. Done, in a couple of minutes; no worries; no drama; no problem.
IT has been very helpful to me in the past. We are so lucky here at UMB to have you! Thank you!
Best wishes,
Kathie Lee

[3/25/14]

Jamie,
Thank you for your assistance at the EMKi cable connection meeting today. I know Grace Moreno and Jason Eliot from EMK so appreciated your efforts to assist us towards a solution. I know the UCRR team and JLA also appreciated your assist. And I think the EMK folks and the fellow from Comcast understand UMass Boston is committed to its interests and EMK's as well. Thanks for helping send a strong collaborative message -- you're terrific!
Dorothy

[12/18/13]

Hi Apurva,

I just wanted to let you know about what an asset Gerard Maloney is to your department and to the university. He has been an enormous help to me and my departments since he started at UMass, and I wanted to let you know that he maintains his excellent work, prompt responses, thorough analysis of problems, and continues all of this with a very cheerful and positive demeanor.

I recently had a serious computer crash of my departmental computer due to a Windows XP MS automatic updates. Gerard responded immediately when I let IT know I could not fix it myself, even with the loaner disk. He was able to rescue all of my data and get me up and running on a loaner computer within the day. Since you are in the position of getting complaints, I wanted to be sure you knew when there was something really great to report. I am really grateful to Gerard for his quick and accurate help and getting me and our dept. functioning again right away. I can't say enough about how helpful and responsive he has been to employee needs.

Sincerely,

Shauna Lee Manning, M.Ed.

[11/25/13]

Hi John,

While I was checking out the captioning on these videos, I could not help but notice the outstanding production quality. The camerawork was terrific, and the incorporation of the slides was seamless. You and your staff successfully captured the event with these videos, and they really make UMass Boston shine.

Great job!

Bill Collins, MPA, SPHR, GPHR

Director of Diversity and ADA Compliance

[10/8/13]

Dear Mr. Wyse,

We had the pleasure of working with Thanh who helped us design a funding search engine for our office website. He was extremely prepared, cordial and fast.

We opened the ticket less than two weeks ago, and now we have a fully functional funding search site. We are really happy with the service he provided.

Thank you Thanh. We hope to work with him and your group again.

Best regards,

Shemetra Owens, BA, CIP

[8/27/13]

To: Instructional Support Team
Thanks everyone!! You are the best team ever!
Lynne Tirrell

[9/27/14]
Dear IT,
This is the second time within a few days that I have requested software for our computers on campus and at home, and I must say THANK YOU for the incredibly speedy service! Very much appreciated! Have a great weekend!
Mette
Mette Kreutzmann, Program Manager
Massachusetts Office of Public Collaboration (MOPC)

[9/30/13]

"Peter Tattlebaum is smart, efficient, hard-working and a great problem solver. He created a landing page for me for a URGENT request from the Sociology PhD program when their applications were down. He also consulted on a third party tool called Net Price Calculator. He is an incredible asset to the IT dept. and has consistently wonderful customer service skills. It is a pleasure doing business with Peter because he gets it and gets it done." This email about Customer Service Award 2013 is worth resending with the Oct. 11 deadline around the corner. Unfortunately, it is one of those emails that is easy to ignore…

Monica Calzolari
University of Massachusetts Boston
Director, Enrollment Communications and Events
617-287-7910

[9/4/13]

HI Apurva,
Thank you and your staff for working on the Nursing and Health Sciences 3rd floor Science building project. You have great staff and they should be commended for their commitment to their work.
Christine
Christine Murphy
Assistant Dean-Finance and Administration
College of Nursing and Health Sciences

[7/22/13]

Hi Apurva – I wanted to let you know I had a really great experience with IT Service Desk today. We had a sudden DNS issue pop up with OCLC that was going to make our main repository inaccessible as of Monday (very bad news ;) and I needed Network Services to do a CNAME entry right away. With Peter Adams' help, Network Services got to it right away so it looks like we're good to go. This is a huge relief, and I'm grateful to Peter and to the Network staff for taking care of it so efficiently.
 Have a great weekend!
 Best,
Joanne Riley
University Archivist

[7/24/13]

Mark/Apurva,

I wanted to send you a quick note regarding my interaction with Ellen Foust. She 'invited' or 'encouraged' me to move to blackboard Learn for my summer class, despite my reservations. As I feared, I ran into questions when it came time to grade the semester. Ellen was very responsive to my email questions and spearheaded a conference call with me to assure that I had all questions answered and my grading completed. I also had 'out of the box' questions for her regarding student participation and performance on the final exam (she also help me conduct my 1st online exam).

On the eve of my conference call, I rec'd an email from her, time stamped at 11:30pm, demonstrating to me that she was still working on my requests and issues far beyond her contractual obligations. She was up the following morning and was very timely in initiating our 9am conference call. She walked me through a confusing process, and found a solution to my problems. My knowledge of Vista did not translate directly to Learn, and she was able to find a solution and help me implement a new grading model.

Needless to say I was very impressed with Ellen's resourcefulness, professionalism, and dedication.

Thank you.

--
Timothy Morgan, D.C.
Exercise & Health Sciences Department

[7/10/13]

Hi Apurva,
I just wanted to take a moment to let you know how appreciative we are of all your staff efforts, but especially Jamie. He has always been very responsive and willing to help the P&T department with its myriad IT issues. His latest has been working with us, Facilities, and a team of contractors on getting the Bayside parking lot fully automated. He diligently attends meetings and offers professionally sound advice that assists in planning for the implementation, usually with a keen eye towards the future, as well cost avoidance when feasible.
Again, our thanks, and feel free to pass along to him my sentiments.
Steve

CONGRATULATIONS TO OUR 2014 STAFF GRADUATES!

- **Salina Allen- Sharpp** earned her BA in Labor Study from the College of Professional Studies at UMB. She will start her graduate studies in Conflict Resolution in Fall 2014.
- **Michele Karas** earned her MBA from the College of Management at UMB.

CONGRATULATIONS TO OUR 2014 STUDENTS ASSISTANTS GRADUATES!

- **Anthony Singleton,** BS in IT
- Harshdeep Sheetal, BS
- Hung Ong, BS
- Christopher Langham, BS
- Ashleigh Roy, BS
- An Duong, BS
- Kendra White, BS
- Ananta Chakravartula, MS in Computer Science
- Quyen Ly, BS
- Guangwei Qin, BS
- Willaim O'Donnell, BS
- Christopher Martin, BS
- Jialun Deng, BS

FULBRIGHT SCHOLAR!

Congratulations to Alexandrine Policar for winning a 2014-2015 Fulbright scholar grant to conduct research in Educational Technology at the State University of Haiti (UEH).