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INFORMATION TECHNOLOGY
 OUTCOMES | 2022

Information Technology Outcomes (IT Outcomes) is a magazine highlighting the many collaborations between IT and members of the UMass Boston community.

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In Memoriam

We would like to dedicate the 2022 edition of IT Outcomes to the memory of our colleague Jim Wyse, who passed away this year. You are missed by all your friends in the IT Department.



“Great things in business are never done by one person. They’re done by a team of people.” —Steve Jobs

Welcome to fourth edition of IT Outcomes—an annual publication dedicated to highlighting the many partnerships between IT and members of the UMass Boston community with a focus on opportunities, collaborations, and results. Each year we seek to share IT success stories and this year, 2022, we continue the tradition.



As we look back on 2022 fondly, and ahead to 2023 and beyond, our sights are set on “One IT”. One IT that uses all available IT resources collaboratively with the goal of IT becoming 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.

We closed out 2021 with tangible results as described in last year’s IT Outcomes, and 2022 turned out to be just as productive thanks to our focus on “SimplicITy”— a continuous improvement theme throughout 2022.

You will see in the pages that follow the ways in which people, process, and technology intersected to improve the lives of students, faculty, and staff. I truly hope that you enjoy every story as much as the UMass Boston IT team has enjoyed—through “SimplicITy”—being a trusted partner in advancing the UMass Boston mission.

This publication captures the essence of “SimplicITy” experienced in 2022 and every story makes me beam with pride. From improving the recruitment and admissions process, to streamlining access to software for students and setting up the first-ever network & security operations center at UMass Boston, 2022 IT accomplishments are impressive when considering the new normal of hybrid teaching, learning, and working.

We are committed to achieving even greater alignment in 2023 as we strive to achieve our vision of “One IT” so that together we can improve the lives of students, faculty, staff, and all related constituent groups at UMass Boston through Opportunities, Collaborations, and Results. Enjoy!

Raymond Lefebvre
 Vice Chancellor and CIO

Open Educational Resources

Making Education More Affordable

Over the past few years a fabulous innovation in higher education has given college students the best news they've heard in a long time. It's called Open Educational Resources (OER) and it's a real game changer. But behind that innocuous name is a service that can save students hundreds of dollars a semester in textbook costs. And now, thanks to the support of Provost Joseph Berger and the diligent commitment made by IT Associate CIO Apurva Mehta, UMass Boston students can start taking advantage of this tremendous opportunity.

OER was first conceived when administrators realized skyrocketing textbook costs were imposing a huge financial burden upon students and negatively affecting their educational success. The statistics are clear. About 65% of students will not buy a textbook because of the expense, prices have risen 88% in the last decade, and half of students will actually not take a class because of its textbook price. Thoughtful educators realized something needed to be done, so OER was born.

Here's how it works. OER are "teaching, learning, and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use and re-purposing by others." Resources include "full courses, course materials, modules, textbooks, streaming videos, tests, software, and other tools," which most often are used in lieu of textbooks.

Apurva Mehta described how OER came to UMass Boston. "It's been a long time coming. We've tried to launch this service several times in the last few years, and it's never gotten off the ground," but he explained how the situation changed with the arrival of Provost Joseph Berger. Berger came "from UMass Amherst and he was a big proponent of OER there. So, when we approached him about trying to launch OER at UMass Boston, he didn't need any prodding." Once Berger was on board and willing to provide the necessary funding, it didn't take long for Mehta and his team to make OER a reality.

Of course, implementing a system to make OER available to UMass Boston students was just the first phase of the project to create a strong, thriving program. For OER to be really successful

at UMass Boston, Apurva said that without question the most important factor was an enthusiastic response from the faculty. It's the faculty that decides if they want to use OER in their courses each semester, "So all our communications are really around trying to convince faculty that OER is good for the campus, good for the student."

And how did the faculty react? Slowly at first, not that anyone involved with OER was surprised. Like anyone who is used to doing their job a certain way for many years, it took some convincing for the first faculty members to alter their course materials and change how they'll teach it. But as often happens with an innovation of this kind, initial acceptance of it led to a quick shift and forward momentum. Faculty discovered colleagues were using OER and were inspired to follow suit. Associate Provost Andrew Perumal expressed hope that as this process continues the program will experience "exponential growth" over the next few years. Mehta estimates there are about 60-70 courses now offering OER adding, "it's a good start and we think that number might grow some more."

Another factor that has raised awareness of OER and may potentially speed its growth is when students now look at WISER, the course catalogue and registration system, they can see what courses offer OER. Talk about an attention getter. Of course, these courses are expected to attract more students than similar courses without OER, which in turn should convince more faculty of the value that OER offers for students.

Andrew Perumal worked very closely with Apurva Mehta on OER and when describing how the project progressed, didn't hesitate to give credit where he felt it was due. Without Apurva Mehta's leadership, Perumal said, "It would have taken us much longer to do an awareness campaign, to provide a support structure, for the Learning Services team and the library to put together an incentive program, and then to reach out to students. Apurva has been really instrumental in all of this." Mehta himself summed it up by saying for a student taking "Introduction to Biology, why should they have to spend \$200 on a textbook when Open Educational Resources (OER) can help make education more affordable?"



Network & Security Operations Center (NSOC)

A First of its Kind at UMass Boston

“The NSOC is a testament to ongoing network and information security efforts to provide a reliable and safe computing experience to our campus.”

— Jamie Soule, Director of Network Services



Cybersecurity—the state of being protected against criminal or unauthorized use of electronic data and the measures taken to achieve a protected state—requires tremendous time, effort, and resources (staff). At UMass Boston, the Network Services and Information Security Office (ISO) have historically kept the university community cyber-safe, and their shared mission took a tremendous step forward in 2022 with the launch of the UMass Boston Network & Security Operations Center (NSOC).

The NSOC, which opened at the start of the 2022 Fall semester, under the joint leadership of Wil Khouri, Chief Information Security Officer, and Jamie Soule, Director of Network Services, was established to serve two very important purposes for UMass Boston. First, it will be a fully functioning center that constantly monitors cybersecurity threats to the university’s network and data. More remarkably, the NSOC will be staffed by student employees and apprentices from the UMass Boston PACE program.

Yes, that’s right. The vital and crucial function that the NSOC was created to serve will be the responsibility of students under the supervision of ISO staff when typically, facilities like this would only hire professionals with years of experience in their field. “This is the first of its kind on

campus,” Soule said. “It’s a mentoring facility and a training opportunity for PACE apprentices, with mentoring from senior information technology professionals.” He added, “We have three main critical IT facilities. We call them our little data centers; iHub, ISC (Integrated Science Complex), and University Hall. This facility is the fourth, in my opinion, the fourth critical IT facility on our campus.”

Besides the mentoring the students will receive, they will also receive guidance in operating the facility and the soft skills needed to become IT professionals themselves. An information security analyst will be hired to oversee the operation, and current ISO staff will also be in place to instruct the students if new situations should arise. As Wil Khouri explained, “The way I look at it now is that the students will become Tier One support and will be responsible for monitoring dashboards and reporting issues. (Current ISO staff members) Alison (Murray), David (Bonczar), and probably Daniel (Mayer) will be Tier Two responsible for mentoring and issue resolution.”

The students working in the NSOC will obtain real-world experience that they can add to their resumes and expect to become highly skilled in doing all that’s needed for the NSOC to meet its objectives. Khouri and Soule pointed out that the students selected to work in the

NSOC will be exceptionally fortunate. “This is such a great opportunity. These students are going to get real-life network and information security technology skills. They’re going to be monitoring a live university network,” Soule said. Khouri said more understatedly, “We complement their education.” Both men insisted that NSOC apprentices get comprehensive on-the-job training, making them more than qualified and prepared to get almost any IT job they desire after graduation.

Besides its innovative mentoring concept, the NSOC also represents the next generation in network and cybersecurity partnering. As Jamie put it, “There’s a list of things that security has done to make our technology infrastructure more secure, more reliable, less risky. The NSOC is a testament to ongoing network and information security efforts to provide a reliable and safe computing experience to our campus. It is a crown jewel facility for UMass Boston and our students.”

Wil had another take on it. He compared what the NSOC will do to creating a symphony. “You have the piano. You have the violins. Who will bring all those instruments together? If you put an orchestra together, you still need a conductor. And the NSOC is our conductor.”

BeaconFlex

Here to Stay

The last time we checked in on BeaconFlex—a hybrid teaching/learning modality—we described how this innovative educational system came to UMass Boston’s rescue at the height of the pandemic, when the university had to unexpectedly hold courses remotely in Spring 2020. BeaconFlex allowed the school to implement a hybrid instructional model in many of its classes, giving faculty the tools to teach an in-person class to students on campus while simultaneously streaming the same content via Zoom or a similar application to students off-campus. Incredibly, the Spring 2020 semester proceeded almost without interruption, and BeaconFlex was one of the biggest reasons why.

Eventually, the pandemic began to loosen its grip on virtually every facet of American life, including here at UMass Boston. But when academic life on campus slowly got back to normal, administrators made a discovery they maybe weren’t expecting. BeaconFlex had proven itself to be so useful, helpful, and flat out popular among faculty and students alike, that it was deemed too essential not to keep, even without a pandemic necessitating its use.

In fact, by popular demand, the number of classes serviced by BeaconFlex has grown significantly over the past year. “We did over 50 BeaconFlex classes last year and installed over 120 web cameras in classrooms to support ad hoc BeaconFlex classes,” said Classroom Technology and AV Services Director John Jessoe. Academic Technology Specialist Zack Ronald was quick to add, “This coming Fall 2022 semester we have over 40 classes scheduled which is almost double what we had this past spring,” but he was even more excited that “We’ve gotten two graduate programs in their entirety to adopt BeaconFlex,” those being the McCormick Graduate School’s public administration program and the Nursing School’s Ph.D. program.

Associate CIO Apurva Mehta forecast that the biggest growth of BeaconFlex at UMass Boston will result from its use by the nonacademic side of the university. Administrators who have seen how well BeaconFlex works in the classroom are also getting in on the action. “John Jessoe and his team are building



out conference rooms to accommodate the same modality.” Jessoe heartily concurred, saying, “We’re upgrading seven meeting rooms this summer and fall,” as the “demand for having high flex meetings is outpacing the demand for high flex classes.”

The AV Team has also developed something they call BeaconFlex Lite, which are portable audio/visual kits with everything needed to setup an ad hoc BeaconFlex classroom or meeting space. They were designed and put together by the Classroom Technology team to support last minute requests for BeaconFlex classes or hybrid meeting support. Zack meets and trains faculty who want to teach in a room that’s not outfitted, and the Classroom Technology staff delivers and sets up the equipment for them. This type of service has helped to ensure the success of the BeaconFlex program. “Faculty have stated to me that it’s the support they’ve gotten, whether it’s Zack or my AV office, which has made it easier for them to teach via this modality. Zack meets with faculty constantly from the beginning to the end to get them up and running with BeaconFlex Lite and provide invaluable assistance,” Jessoe said. Support from IT is the main reason why virtually every professor or instructor that used BeaconFlex before was eager to have access to it this upcoming school year as well.

Both Jessoe and Mehta also touted BeaconFlex as a great way to increase interest in typically low-enrollment classes or programs, with Mehta pointing to the two graduate programs transitioning to BeaconFlex as a prime example. There was also acknowledgement that students are much more likely to register for a course if they see that it’s offered via BeaconFlex, especially grad students, who usually can’t be on campus as much as undergrads.

Overall, everyone in Classroom Technology and AV Services who’s worked to provide BeaconFlex to students, faculty, and staff at UMass Boston is very bullish on its future. Zack Ronald put it very simply. “I have faith in BeaconFlex, and I say that a lot, but you know, I truly do have faith in BeaconFlex.”

To watch a video on BeaconFlex at UMass Boston, take a look at <https://umb.edu/BeaconFlex>.

Microsoft OneDrive

Cloud Storage for All

What do you do when you realize that you have run out of file storage space and need more? Well, at UMass Boston you don’t even have to worry about it because of the recent adoption of Microsoft OneDrive, which provides up to a terabyte (TB) of storage in the cloud. This is enough to store 200,000 5-minute songs, 310,000 pictures, or 500 hours’ worth of movies! That’s a lot of file storage, all readily available via a web browser from any device, at any time, from any place. And, making OneDrive even better is that it is always safe, secure, and compliant with state, federal, and higher education regulations.

For UMass Boston’s IT division, the decision to adopt Microsoft OneDrive as the university’s file storage and sharing system was among the easiest ones to make. Data saved into the “cloud” in OneDrive makes sense in today’s day and age where access to data is paramount 24/7/365. But that doesn’t mean transitioning all the university’s relevant data to Microsoft OneDrive was a walk in the park.

A steep uphill climb is more like it. According to Linda Modiste, Assistant Vice Chancellor for Application Services, Database Administrator Bhavesh Shah was very busy through the summer helping people migrate their data over to Microsoft OneDrive. Bhavesh did most of the heavy lifting on this project but had a lot of help as well, especially from Marla Filoso and Jamil Moosavifard from the IT Systems department. A collaborative effort was needed to bring Microsoft OneDrive across campus at UMass Boston.

Tremendous progress was made through 2022 implementing Microsoft OneDrive with the final phase of the project focused on transitioning an end-of-life on-premises storage platform to Microsoft OneDrive or suitable storage solution.

“We had 12-15 departments that needed to be migrated, but Bhavesh has done the job. Right now we’re about 95% complete. We have one more set of file shares to move off of our end-of-life on-premises storage platform and then we’ll be done. Once that’s done, then everyone will be on OneDrive or a similar cloud storage platform,” Modiste was happy to say.

There was also a bit of salesmanship involved in this project. “Some of the departments were relatively easy, but many of them were a little bit more complex,” Modiste explained. “It was not entirely agreeable that everyone wanted to go to OneDrive.” Time had to be spent on educating people as to the many advantages of OneDrive, but ultimately, as Modiste added, “They’re all pretty happy with the solution.” Also happy with the migration is Technology Training Specialist Katherine Ananis, who

has kept very busy leading regular OneDrive workshops and training staff on all there is to know about it.

By the time this is being read the Microsoft OneDrive transition will be complete and staff across UMass Boston will hopefully appreciate how easily and securely OneDrive stores their data. However, as they do, they should pause for a moment to appreciate the hard work and dedication of Bhavesh Shah, Linda Modiste, and those who supported them for bringing Microsoft OneDrive—cloud storage for all—to UMass Boston for students, faculty, and staff alike.



Audio Visual Upgrades

AV Sets Sail on the Columbia Point

Audio-Visual (AV) technology upgrades are a constant at UMass Boston and 2022 was no different. There was one project though that was extra special to the Classroom Technology and AV Services department, and that was giving the good ship Columbia Point a stem to stern AV upgrade.

But before updating UMass Boston's research vessel, AV upgrade projects that Director John Jessoe was planning were being delayed by the nation's supply chain problems. "We had five classrooms we were going to complete by the end of June and seven rooms in the Integrated Science Complex (ISC)," Jessoe said in early August, before adding that the needed equipment was arriving, and he expected the upgrades would be completed by the end of the Fall semester. John was very excited about the upgrades, especially in the ISC. "We're going to add hybrid equipment to support hybrid meetings. They're going to have cameras, microphones, and large screens which allow for hybrid meetings with some people attending in-person while others able to attend and participate remotely." Besides the classroom and ISC AV upgrades, new sound amplifiers were installed in the performing arts theatre. Then the AV Services team set their sights on the Columbia Point.

The Columbia Point now likely has the most state-of-the-art AV equipment of any boat in Greater Boston. "We put in a new control system with a new touch panel, a new 65-inch TV, new wireless microphones, new speakers, and a new audio receiver," Jessoe said. "It was a challenge because everything had to be weather rated, especially speakers and such. They'll be out on a boat in salt water and the AV technology needs to be weather resistant." Perhaps the most important person on the Columbia Point was thrilled with the result, Jessoe noted. "Captain (Director of Marine Operations) Chris Sweeney is very happy."

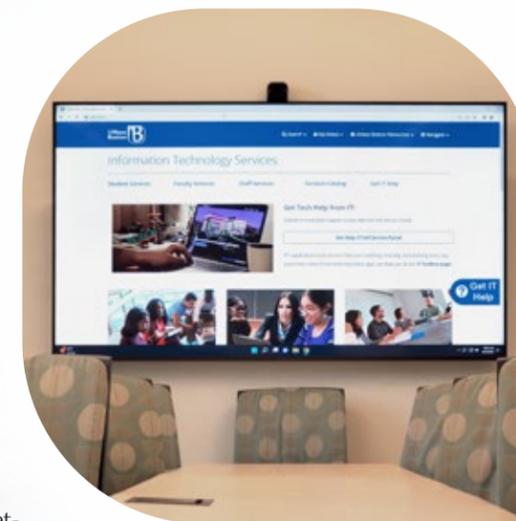
The Columbia Point is a very versatile vessel and serves a variety of purposes on campus. It's not a tiny fishing boat either. The 64-foot US Coast Guard certified boat can hold up to 110 passengers and sail in all kinds of weather. First and foremost, it is an academic research vessel used by marine biology and other students, but it also hosts K-12 educational programs and marine transportation charters, and at one time the ship performed dredging services, though Jessoe said, "I think that they no longer do that." But the Colum-

bia Point does do one extremely cool thing that perhaps just a few people at UMass Boston are aware of. "They give narrated tours of Boston Harbor," Jessoe said.

Yes, they do. The Columbia Point offers several cruises for group bookings. The Boston Inner Harbor Cruise is a two-hour narrated cruise that makes a dramatic turnaround right in front of the USS Constitution, the nation's oldest commissioned naval warship. This cruise is the most popular the Columbia Point offers, but maybe the most impressive is the Island Adventure. This three-hour excursion tour will go to whatever one of the four harbor islands the booking

group selects, whether that's Spectacle Island, George's Island, Peddocks Island, or Lovells Island. Finally, in keeping with the university's educational mission, the Columbia Point offers its Science at Sea tour. This three-hour science tour is designed for student field trips and children of all ages.

Jessoe said there was a fun factor to the Columbia Point AV upgrades, especially after everything was installed and he got to tour the harbor himself to make sure the new equipment was working perfectly. But what makes John and the entire AV Services team most happy is knowing that the AV technology they provide to UMass Boston is always top-of-the-line and state-of-the-art. "We're constantly upgrading the classrooms and trying to keep our classrooms up to date. We do get compliments for keeping our classroom technology upgraded and that is the way we intend to keep it."



"We put in a new control system with a new touch panel, a new 65-inch TV, new wireless microphones, new speakers, and a new audio receiver."

—John Jessoe, Director of Classroom Technologies & AV Services

Network Upgrade

Future Ready Internet Access

Connecting to the internet for students, faculty, and staff at UMass Boston has never been more important. Before the pandemic, campus internet access was used for teaching, learning, and work, but now there's so much more. Hybrid instruction, flexible work schedules, and an explosion of devices also rely on a dependable connection to the university network. So for these reasons and more, we are happy to report that the network upgrade project that began in late 2021 has made substantial progress and is proceeding quite nicely!

The project began after a lengthy yet important RFP (request for proposals) process, followed by a full campus wifi site survey and procurement of the network gear needed for the upgrade. Director of Network Services and project manager Jamie Soule reports that the project is mostly on schedule, even if delivery of much of the equipment and hardware was delayed by the pandemic. "Network equipment is starting to arrive, and we've implemented the core of the new network alongside our existing network," Soule said in July 2022. The Campus Center building has been connected to the new network core along with University Hall and the Integrated Science Complex. The McCormick building is scheduled next.

Soule expects work on the wired network portion of the project to be completed by early 2023, before work on the wireless installation begins. That will involve a lot more manual labor, including the installation of new wireless access points (antennas) across campus. But Soule believes that the entire project will be completed in mid-2023.

As arduous as projects like this are, Soule can be considered a seasoned veteran at them. "This will be the fifth time I've upgraded the entire campus network in the past 32 years," he explained. Still, he is especially pleased and proud of this upgrade for several reasons, starting with the procurement



process. "We actually went out with a disciplined RFP process that provided us with substantial discounts." Substantial indeed, as one discount was for 70% off an original quote for programming services.

He is also happy about how much better and future-ready the new network will be, as well as how much easier it will be to manage. "You won't have to be a Linux expert or have a PhD in computer science (although it certainly helps). It's very, very user friendly," Soule added.

As for the network service itself, there is no doubt that the entire campus will be thrilled with the result. Jamie was almost winded describing all the improvements in service it will provide. "We will have much, much more bandwidth for our data centers on campus. That benefits our users because those locations provide access to core academic and business systems for all our users." He also noted that because the site survey identified areas that would benefit from additional wireless access points, wireless coverage across campus should be greatly improved after the network upgrade is complete.

Maybe most important, especially to our friends in Information Security, Soule said, "We're going to implement what's called Clear Pass. It's a way of securing everybody's network connection so that it's only using what it needs to be using," meaning that users won't have to rely on whatever virus protection they have on their own personal devices while they're on campus.

Even though Jamie has managed a network upgrade project four other times during his long and distinguished career at UMass Boston, one gets the sense this one is especially satisfying to him. He and his team know that students, faculty, and staff—now and going forward—will have access to the internet and on-premises computing resources through a modern and future-ready network that was well designed, planned, deployed, and maintained.

Updated Campus Map

A New Way to Get Around

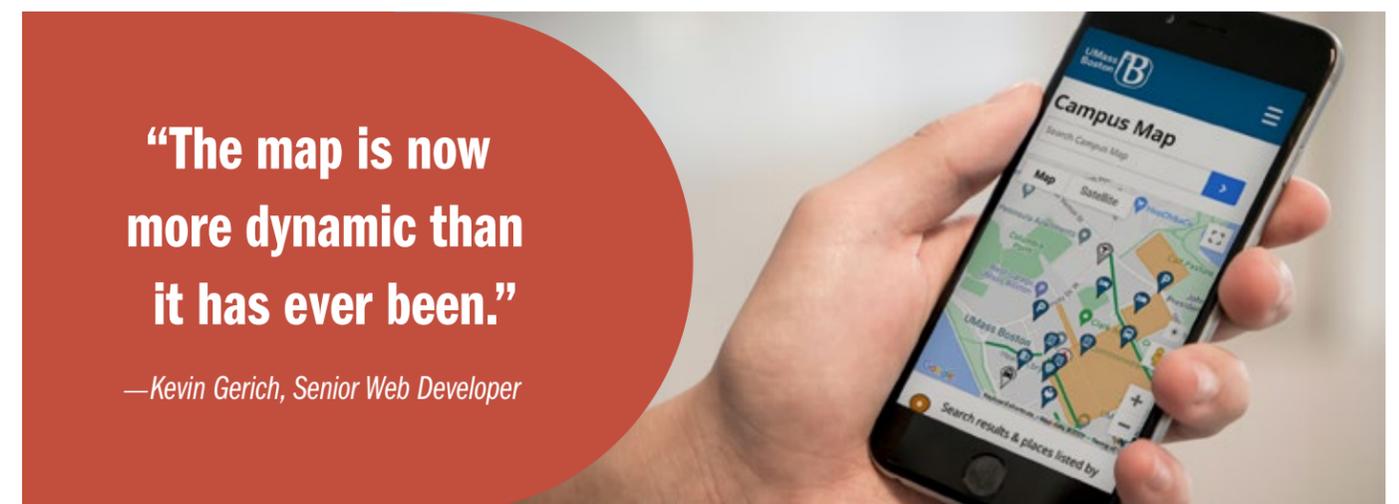
Simplicity—a continuous improvement theme for UMass Boston IT in 2022—produced some interesting results when Web Services Senior Web Designer Lisa Link realized that the UMass Boston campus map was in dire need of an upgrade. Lisa collaborated on the first campus map many years ago and noticed that it was falling behind the times. She knew what needed to be done to improve the design and usability of the campus map, but she also knew that she couldn't do it alone. This led to a serendipitous partnership that produced the teamwork needed to create a fabulous result.

Enter Senior Web Developer Kevin Gerich and PACE employee Yensis Pena Gonzalez, who Link insisted should get most of the credit for the upgrade. "My role was making visual or conceptual suggestions and handing it off to Kevin and Yensis, who did all the work." The goal was to improve the design and functionality of the campus map, starting with some visual enhancements to make it more attractive and useful. These included adding overlays to the map so that it could, for example, show where the construction zones are on campus and where people could walk. The icon marker designs were also converted

into the SVG format and universal placemaker shape. These and other changes required Gerich and Gonzalez to recode the templates and perform custom coding, which is another way of saying a lot of intricate and detailed work.

Perhaps the most striking new feature is that when the icon markers identifying campus buildings and other locations are clicked on, the user sees an informational blurb about the site that includes longitude and latitude, directions to get there, and other items. All this needed to be manually edited into the system and took some time, but it's one of the upgrades that led Gerich to say, "The map is now more dynamic than it has ever been." He added that when construction on the long-awaited quad area is done, "We can easily update the map and the underlying markers whenever we need to."

The main purpose of the project was to make the campus map more attractive, functional, and user friendly, especially on mobile phones, and it's hard to imagine recent users not being impressed with the result. Go online or to the UMass Boston mobile app and see for yourself! It brings the campus to life in an entirely new way.



"The map is now more dynamic than it has ever been."

—Kevin Gerich, Senior Web Developer



Technovation

SUPPORTING STUDENT SUCCESS

What happens when you combine technology and innovation at UMass Boston with an earnest interest in helping students, faculty, and staff be as successful as possible? The answer is “Technovation”—a unique approach to leveraging technology in innovative ways to address complex, real-world student success challenges.

Technovation was born at Bridgewater State University in 2017 under the leadership of Ray Lefebvre, BSU’s Chief Information Officer at the time. It came to life at UMass Boston in 2019 when Lefebvre became Vice Chancellor for Information Technology & Chief Information Officer, introducing the concept and formally launching the program shortly after his arrival.

While few people at UMass Boston are likely aware that there is such a thing as Technovation, Academic Technology Specialist Zack Ronald has already come up with some remarkable technological innovations (technovations, get it?) since the Technovation lab opened on the third floor of the Wheatley Building in September 2021. “Technovation at its core is a fail-forward process,” Ronald said elaborating on the concept. “There’s no real stress when you come together as a team and try things out.”

It works like this. When someone at the university has an idea for an innovative way to leverage technology to improve the student experience, and they don’t know if the technology they

need can be used in the way they envision or if it even exists, they contact Zack at the Technovation lab and he and PACE apprentice David Martinez get to work.

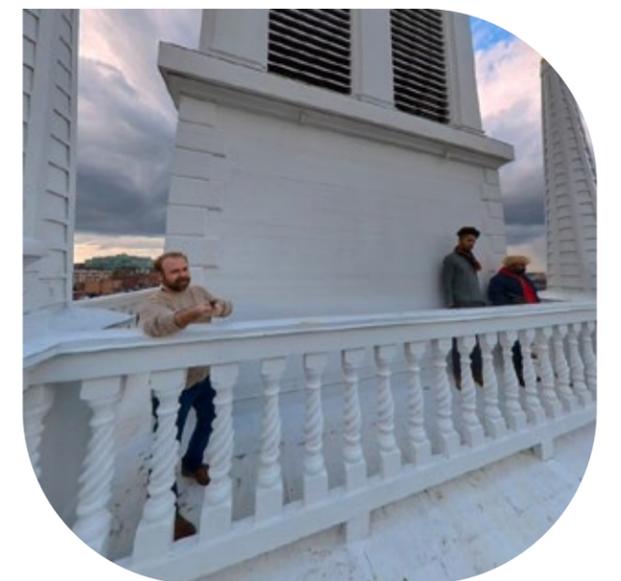
The team has completed a lot of amazing work in the short time the Technovation lab has been open, but if there’s one project they’ve done which is positively jaw-dropping (and seems to be Zack’s favorite), it is one that began with an inspiring idea by history professor Maryann Brink, whom Zack has known since his freshman year at UMass Boston 18 years ago. Maryann asked Zack if it was possible to create a virtual reality tour of the Old North Church for her History of Boston class. Zack was intrigued with the idea and when Maryann added there were pedagogical innovation grants to fund it, there was no way he could say no.

The project is 60-75% complete as of this writing and Zack thinks it should be finished by December 2022, but what’s already been accomplished is nothing short of spectacular. Using a 360-degree camera, the team was able to get pictures and video of virtually every inch of the Old North Church’s interior, from the crypts in the basement to the belfry. This is especially significant, because the tour shows sections of the church that have been off-limits to the public for years. Some of these include the balcony, where African Americans who were members of the church in the 1700s sat for Sunday services. Zack was also able to get a shot

of a section of ceiling, which was painted white some previous century. The paint was peeled back to reveal a beautiful painting of an angel, which had been painted over for some inexplicable reason lost to history. Finally, the virtual tour continues until it reaches the steeple, where it shows its view of Boston from all four sides. Incredibly, virtual tourists can see what that patriot saw at the dawn of the American Revolution, when he hung the lanterns, “one if by land, two if by sea,” to report the path of incoming British forces. The virtual tour also includes hotspots, which are places in the tour that when the video gets to, there is accompanying audio and an informational blurb that explains what the tourist is seeing in greater detail.

Meanwhile, Technovation at UMass Boston keeps moving ahead. In Fall 2022 the Technovation lab will have office hours for the first time, as it had previously been open only by appointment. As far as projects still in the early planning stages, Zack said, “One that I’m proud of is the Nursing Clinical Center, the CCR Center for Education and Research. We’re doing a study on virtual reality for nursing education. Students can come and put on the virtual reality headset and do a practice run of what they’re going to have to do when they do the full test.”

As Zack described Technovation and the Old North Church project it was easy to hear and see the passion he has for what



he does. He loves the technology part of Technovation but is just as happy that he’s making valuable contributions to the education of UMass Boston students. It’s great to know that with Zack Ronald at the helm of Technovation at UMass Boston, those contributions should continue for many years to come.

Secure IT

A More Cyber Safe UMass Boston

Cybersecurity threats around the globe and at UMass Boston are relentless and evolving, so the university's cybersecurity operation must be as well. Wil Khouri, Assistant Vice Chancellor and Chief Information Security Officer (CISO), put it this way, "The cybersecurity improvement project that we run annually should actually be called a 'program' because, by definition, a program is for the long haul." This unrelenting commitment is good news for UMass Boston and frustrating for bad actors worldwide.

According to Wil, "The Information Security Office (ISO) employs the services of a third party auditor to assess the university's cybersecurity operation, identify cybersecurity risks and provide risk mitigation recommendations while providing an overall score for our cybersecurity program. Our score year-over-year has increased from 80% to 91%, with further improvements to come. That was a significant improvement." Another metric the ISO uses to measure and improve the UMass Boston cybersecurity posture is what's known as the secure score from Microsoft. The initial secure score was 16%, but after implementing numerous cybersecurity enhancements, that has gone up to 55% over the past two years. Khouri called

this another great accomplishment given the fact that most of our higher education peers score well below that, comparatively speaking. "Just to give you an idea of this challenge, to raise the score (a tenth of a percentage point), I have to commit time and resources to implement a major endeavor such as multi-factor authentication across the campus." Khouri added that UMass Boston's secure score was higher than the nationwide average for all US universities using that metric.

These impressive scores—audit and secure—affirmed that the cybersecurity strategy at UMass Boston is intelligent

and effective. Khouri said the strategy is based on the idea that the new perimeter in cybersecurity is identity. That is further emphasized in the cybersecurity training and awareness campaign, "Identity is the New Perimeter." This means that while previous security plans focused on protecting access to systems, the new approach recognizes that people are the weakest link and focuses more on effective identity management, making each member of the UMass Boston community less vulnerable and harder to victimize. The recent adoption of multi-factor authentication (MFA) was just a small piece of that strategy. Wil likened it to having a second lock on your front door to protect your home. A strong password is one's

first lock; if bypassed, MFA provides the extra protection. Khouri said that MFA has been so effective against phishing attempts, "We now get less than five a day, and we used to average about 200 a day."

Another step the ISO took over the past year was to extend its Secure IT educational awareness and phishing simulation program to students. Secure IT provides students, faculty, and staff with brief online information security courses and sends simulated phishing attempts to the campus community afterward.

Other universities have similar programs for their staff and faculty, but Khouri said UMass Boston is one of, if not the only, university to have a student program. "I don't know of any campus, at least in Massachusetts, that does that."

Not one to rest on his laurels, Khouri reinforced the importance of running the Information Security Improvements project year after year and continuously improving the campus cybersecurity posture. The ISO reviews the cybersecurity assessments annually and uses them to figure out how and where cybersecurity needs to be strengthened. Then it issues an annual report describing how they plan to meet that objective in

"Our score year-over-year has increased from 80% to 91%, with further improvements to come. That was a significant improvement."

—Wil Khouri, Assistant Vice Chancellor and Chief Information Security Officer



the coming year. The ISO released its Fiscal 22-23 Information Security Improvements plan in June 2022, where it describes a new "Defense in Depth" strategy.

As the report describes, Defense in Depth contains four tactical elements: Visibility, Layered Security, Zero Trust, and Foundational Guidelines. Visibility and Zero Trust were the general themes of the strategy the past two years, and Defense in Depth will build upon and enhance what those past strategies have established. As it is further described, "Defense in

Depth is an information security approach in which a series of security mechanisms and controls are intelligently layered to protect the confidentiality, integrity, availability, and nonrepudiation of the infrastructure and the data within."

For our purposes, there is no need to go into more detail. The UMass Boston community can rest assured that Wil Khouri, Chief Information Security Officer, and the UMass Boston Information Security Office's staff are endlessly focused on making UMass Boston as cyber-safe as possible.

Software Made Simple

umb.OnTheHub.com

Acquiring extra software at UMass Boston was tedious and time-consuming before Software Support Specialist Rocky Haggard of the IT Service Desk took it upon himself to simplify the process. Now, users can go to the new umb.OnTheHub.com web site and find a much easier way to get the software they need.

So, what is umb.OnTheHub.com? It's a new service offered by UMass Boston to students, faculty, and staff for acquiring software applications needed for learning, teaching, and working. As John Mazzarella, Assistant Vice Chancellor for Client Services explains, the process was anything but easy before. "It was kind of a long, manual process. People had to email Rocky Haggard and say, 'I want this software', and Rocky would reply and ask questions back and forth to better understand the software request. Some software products are free, some aren't, some are just for staff and faculty, some just for students" etc., etc. Basically, each software request required Rocky to go back and forth with the requestor before he could proceed with the transaction, making it a difficult chore for everyone involved.

In comparison, using umb.OnTheHub.com is simplicity itself. "You go to the URL, you login with your UMass Boston login credentials, and you add software to your cart like you're making an Amazon purchase," Rocky said. The system answers any questions shoppers may have that Rocky used to have to answer himself via email. Prices, availability, classification, are all right there on the website. It also recognizes students, faculty, or staff so it doesn't show apps which the user isn't eligible for.

The new umb.OnTheHub.com service was rolled out in August 2022, and Rocky said the initial response from users was "overwhelmingly positive," with one or two people saying "this is fantastic." There was even an "it's about time" remark from one slightly facetious user.

Finally, one of the features of umb.onthehub.com that Rocky is most happy with, is that it accepts modern payment methods, such as credit or debit cards, PayPal, and so on. He described how different that is from how payments were taken before.



"Usually when a student wanted to purchase software, they'd have to bring in a personal check. When was the last time you saw someone writing a check?"

Well, no more checks, and no more going back and forth with Rocky either. From this point onward it's all about ease of access, thanks to Rocky Haggard and his focus on continuous improvement and simplicity.

Improved Scheduling

X25 Analytics

The enormous task of arranging and scheduling events at UMass Boston, whether it's the academic calendar, semester schedules, or nonacademic events like seminars or meetings, is not an exact science. So, UMass Boston's Applications Administration & Support team, headed up by Peter Tierney, decided to implement X25 Analytics, a scheduling module that analyzes how everything is scheduled on campus and finds the most efficient ways to use university facilities. The original version of X25 had been used at UMass Boston before it was discontinued, but when a new, improved version came out making it much easier to use, Peter Tierney was very happy to revisit this powerful event/resource scheduling platform and explore its potential use for university planning.

One can sense Peter's excitement as he describes X25's usefulness and capabilities. He explained that although X25 didn't create the Fall 2022 semester class schedule, it did draw from and analyze the entire UMass Boston course schedule and quickly point out possible conflicts and inefficiencies so that corrections could be made and future schedules improved upon.

After completing training on the new X25 system, Tierney stated, "I reached out to the Registrar's office and said, 'hey look, this is on the table. These are things I think you might be interested in. Let me know and I'll work with you to get you X25 analytics in your hands.'" The Registrar's office quickly responded and their partnership began. Getting a bit more specific, Tierney added, "Everyone wants to go (to class) at 11:00 a.m., but we don't have enough rooms to accommodate everyone at 11:00 a.m.," and further data analysis using X25 Analytics allowed him

to share with the Registrar's Office how "they could adjust the schedule and rearrange times for classes." For example, part of that analysis compared the seating capacity of a room with the attendance of classes held in it. This informed the Registrar's Office that perhaps they should schedule a class that normally

has about 20 students to a room closer to that seating capacity, instead of a much larger room the class was scheduled to be held in.

Tierney was also quick to point out that the X25 event/resource scheduling platform is capable of much more than course/event scheduling and analysis. Possibly the most important task it completed at UMass Boston came during the COVID-19 pandemic. The university wanted to figure out if there were ways to limit the spread or transmission of the virus on campus, so Tierney used X25 to identify the number of people who

were scheduled to be in certain buildings on campus and when they would be there. He was able to compile a report of when people would be entering and exiting Wheatley Hall, how many people were in the building at a given time, and when it was most populated. This gave the university an idea of how best to schedule classes or events in Wheatley so that they could limit the amount of people who would have to be in close proximity to one another.

Suffice it to say that X25 is an extraordinarily capable tool, and Peter Tierney, Director of Applications Administration & Support, is glad to have played a part in providing the UMass Boston community with access to X25 Analytics. He hopes that students, faculty, and staff will never have to hear that their class or event had to be rescheduled or moved, thanks to improved scheduling brought to you by X25 Analytics.



Slate

Streamlining Recruitment & Admissions

Recruiting students to enroll in college is no easy feat nowadays given the demographic decline in college age students in New England and across the nation. UMass Boston's Vice Chancellor for Enrollment Management John Drew knew that for the university to meet today's student recruitment challenges, he had to find a better recruitment and admissions business system than the Salesforce TargetX platform his department was using. So, in 2021 Drew reached out to IT Project Management Director Terence Phalen for help, and as usual, Terry turned out to be precisely the right person.

At that point Phalen was already aware of how much enrollment and admissions has changed over the last couple of decades. Things have gotten much more competitive, and schools now must use marketing and recruitment strategies to attract the number and type of students they seek. And in marketing and recruitment, speed is of the essence. "You know how it is. The first person is usually the one who gets the student. So, you have to be able to move fast. You must be able to run and tie your shoes at the same time," Phalen added in his usual offbeat manner. So, taking that into consideration and researching all the recruitment and admissions business systems available, Terry decided that the Technolutions product Slate would "be the tool that would give us all the deliverables that we require," he said.

So, about 18 months ago, the project to transition the Enrollment Management office from Salesforce and TargetX to the new Slate recruitment and admissions business system began. Working with John Drew, Phalen and his PMO team worked steadily to the point where April 2022 became the official project closure date. And the folks in Enrollment Management couldn't be happier with the results.

There is a bit more to the story though. A contributing factor to the success of the Slate implementation was work done on it by some folks in Web Services. It turns out that when you acquire Slate you get a business system that works fabulously but looks, ah, not so fab. It was in desperate need of a total

visual presentation revamp, and that's when Senior Web Developers Peter Tattlebaum and Lisa Link entered the scene. Peter and Lisa were able to use some graphics from the new UMass Boston branding campaign they had been working on, and the end result is a recruitment and admissions system that looks as good as it functions.

Not that it was easy. In fact, as Peter described it, it may have been among the most arduous work he's ever done. Doing the coding for any new software is a major chore, but the

particulars of the Slate package made it even more difficult. Eventually though, the job was done. Peter and Lisa were able to implement the "interim visual look" from the branding project, and better yet, it has the same visuals as those in the new UMass Boston brand that debuted in the spring.

Slate has enabled Enrollment Management to enact much faster and more aggressive recruitment and marketing strategies, and prospective students love it because they can do everything they need to do for admissions in a single portal. So far it's been a resounding success, or as Phalen puts it, "All operations are enhanced, sustainable, and revenue generating. Efficiencies and effectiveness are in place." Tattlebaum happily added, "The end result seems to say it was a positive investment." It also seems to say it is positively another IT success story, and that everyone involved in this multi-departmental effort deserves a lot of credit for enhancing the enrollment and admissions experience at UMass Boston.

"The first person is usually the one who gets the student. So, you have to be able to move fast. You must be able to run and tie your shoes at the same time."

—Terence Phalen, IT Project Management Director

Digital Access & Inclusion

Access for Everyone

Accessibility is important at UMass Boston and the entire community strives to insure fair and equitable access to information for everyone, including those with visual, hearing, or other impairments. Of course, this applies to curricula and course materials for our students, but it also includes information of all kinds meant for students, faculty, and staff. As educating people about accessibility and providing accessible and inclusive materials to the UMass Boston community is critical to its success, IT Accessibility Coordinator Matt McCubbin and Senior Instructional Designer Linda Sudlesky have worked on a project since early 2021 to do just that. A newsletter, now known as Digital Access & Inclusion, has been published online and distributed regularly to the campus community since its debut in January 2021. Its purpose is to provide information about accessibility in order to empower others to maintain an inclusive academic environment.

The inspiration for the newsletter came out of conversations Matt had with IT Client Services Assistant Vice Chancellor John Mazzarella early in the pandemic when most people were working remotely. Many had questions pertaining to accessibility and it was thought a newsletter would be a great way to address them. Linda Sudlesky heard about the idea and wanted to help, and the newsletter's editorial team was born.

When reviewing the newsletters from the first one through the current edition, it is noticeable how they've gotten progressively more informative and sophisticated. While they've always had important practical content, such as how to make online meetings more accessible, they now include



valuable resources and connect readers to other accessibility communities. Global Accessibility Awareness Day has been celebrated with links to its various events. Other links connect to sites outside umb.edu to articles that consider accessibility from more social and cultural perspectives.

A continuing feature in the newsletter is the announcement of when virtual "office hours" are being held. Matt and Linda schedule a couple of hours each month to be reached via Zoom or a similar app to address any accessibility-related questions people may have.

A milestone was reached this summer when the newsletter went out with a new banner carrying its new name, Digital Access & Inclusion. Linda said, "It's good that the newsletter is developing its own identity, to be more recognizable. From my perspective it makes it feel like it's becoming more of a staple at the university instead of being another message sent by IT News," referring to how it was previously delivered.

Matt discussed what he believed the main purpose of the newsletter is and the changes he'd like to see in future editions. "Certainly one of the goals is to encourage staff and faculty to create accessible content themselves, but I would love to get guest content from other departments. We're very feedback and community driven. We want to hear from our staff and faculty what they would like to read about, what questions they have." So, consider this an invitation to contact Matt to discuss what you'd like to see in the next edition of the newsletter.

Ultimately, just the fact that the Digital Access & Inclusion newsletter is a regular feature at UMass Boston is a credit to the university. It's an integral part in showing how everyone is valued and included here at UMass Boston, especially people with disabilities such as visual, hearing, or other impairments.

IT Briefs

Enabling Inclusive Identity at UMass Boston

UMass Boston is working to cultivate an inclusive campus community and healthy social environment, and this includes allowing our students to identify themselves as they desire. As part of this effort in 2022, the UMass President's Office and the Boston, Dartmouth and Lowell campuses have collaborated on the Enable Inclusive Identity Project. The project has sought to define the terms and values needed in our WISER student information system to enable students to self-identify with greater autonomy. The data collected will be used to develop the specialized programs and services students have been asking for, as well as the practices and support systems necessary to maintain these values over time.

At UMass Boston, this multi-campus project was sponsored by the Registrar's and Student Affairs' offices and the Office of Diversity, Equity and Inclusion, and managed by the IT Project Management Office. It was scoped into two phases with Phase 1 focusing on the relabeling of Chosen Name to Pronoun, and Gender to Sex, and went live on June 6th, 2022. Phase 2 introduced new Pronouns, Gender Identity and Sexual Orientation, and went live on October 17th, 2022.

Supporting and advancing inclusive identity in the WISER student information system reflects UMass Boston's essential commitment to its students. Honoring diverse identities is at the core of the university's mission and vision, and everyone who worked on the Enable Inclusive Identity project has helped UMass Boston reach its goal of having every personal identity get the acknowledgement and respect it deserves.



Learn IT: Professional Development for All IT

Information Technology (IT) is a rapidly evolving career field, a fact not lost on Ray Lefebvre, Vice Chancellor & Chief Information Officer, at UMass Boston. Lefebvre established an IT professional development program in 2019—aptly titled "Learn IT"—which provides all IT personnel the opportunity to seek and receive professional development on an annual basis. The "Learn IT" program has made a significant positive impact on those working in IT at UMass Boston, and in 2022 the program was rebranded "Learn IT+" with the addition of an "8-Hour Challenge" that encourages all IT staff to put aside eight hours each month for professional development—no questions asked.

As a result of a continuing commitment to professional development for IT staff at UMass Boston, the "Learn IT" program has grown steadily since its inception, with the number of course offerings and participating staff increasing every year. Professional development is strongly encouraged in IT and extraordinary investments have been made in the program, as it continues to add depth and variety in its offerings.

The numbers are impressive. Over the past two years, 37 staff members have participated in 87 professional development offerings, allowing them to take courses, attend conferences, prepare for certifications, and other related learning activities.

Taking advantage of the "Learn IT" program also allows participants to pursue the professional growth they desire. Many have acquired new job skills, allowing them to advance their careers in IT and even earn promotions. Professional certifications are also available and can help people take different positions within IT or embark on entirely different career paths. Daniel Mayer worked in the IT Desktop Services department but was very interested in cybersecurity. So, by enrolling in a "Learn IT" program in information security he was able to attain a certification that allowed him to become an Endpoint Security Analyst in the IT Information Security Office. What Dan did is a great example of the personal, professional, and financial value that "Learn IT" offers.

Ultimately, all IT professionals deserve the opportunity to stay up to date with the rapidly changing world of Information Technology; and through the "Learn IT" program and "Learn IT+ 8-Hour Challenge"—every member of the UMass Boston IT organization has the opportunity to learn, grow, and prosper through a personal investment of time and effort.

Workforce Development

IT Student Employees

Student employees have always played a vital role in the work of UMass Boston's Information Technology (IT) division and the 2021-22 school year was no exception. As we do every year, we would like to recognize all our IT student employees and highlight some of our 2022 IT Student Leadership Award winners and other top performers this year.

Janna Septembre—Janna was a PACE intern in Web Services and student worker supervisor Lisa Berelson was effusive in her praise. "I trained Janna to be a fully functioning member of the Web Services Team at UMass Boston. Her ease and adaptability made her a pleasure to work with. She was able to pick up on a plethora of concepts and skills and showed strength in learning how to troubleshoot, as well as interacting well with other team members and client interfacing. During her internship, Janna displayed a positive attitude and constant willingness to learn. She was able to grow, adapt and pivot with ease and flexibility. She will be sorely missed!"

Allison Gross—Allison worked in Client Services as a graphic artist and made many important contributions to the UMass Boston website and IT publications while a part of our team. She was always ready to pitch in whenever student worker supervisor John Mazzarella needed her to complete work on a project, and her talent as a graphic designer was evident in everything she did. In fact, you can see Allison's beautiful graphic design work in the publication you are reading right now!

Devarshi Brahmhatt—Devarshi began working in the Classroom Technology and A/V Services office in the late summer of 2021 and quickly played a crucial role in the post-pandemic return to campus. She immediately hit the ground running and helped student worker supervisor Christopher Rennie test and clean up all the systems that hadn't been used in nearly two years. She has continued to demonstrate an unwavering dedication to her work, always being one of the first to volunteer to assist others in need. For these and other reasons, Devarshi won a 2022 Student Leadership Award.

Lara Kheireddine—Lara has been a vital member of the IT Training and Communications team since her start as a student employee in October 2018. According to student worker supervisor John Mazzarella, Lara could always be counted on to be consistent in her work tasks, following procedures properly, and interacting with clients in a professional and timely manner. Whenever there was a task that required detailed data analysis, John would always ask Lara to work on it as he could rely on her to be organized, efficient, and punctual. In 2020 Lara was awarded one of IT's annual Student Leadership Awards and to show what a great student employee career she's had, she won the award again in 2022.

Yensis Pena Gonzalez—Yensis officially joined the Web Services team

Student Leadership Award Recipients

- Joseph Nguyen
- Jack Tan
- Devarsh Brahmhatt
- Alay Patel
- Lara Kheireddine
- Reynor Susanto
- Van Pham
- Yensis Pena Gonzalez
- Gianluca Oppedisano
- Michael Khouri

through the PACE Apprenticeship Program in September 2020 and has been a major contributor to IT since he started. Student worker supervisor Lisa Link said, "Yensis was always incredibly professional and reliable both in written correspondence and conversations with clients, often arriving early for meetings, and taking the initiative to research challenging technical issues before asking any questions. He has not only been a stellar team player for IT but also a creative contributor whose work benefited the entire UMass Boston community. Yensis has exceeded expectations in professional customer service, high quality technical expertise and unique contributions to IT."

With praise like that, it's no wonder that Yensis Pena Gonzalez was also a 2022 Student Leadership Award winner.

Salina Allen-Sharpp

34+ Years of Dedicated Service

Even the greatest careers can start inauspiciously. But "inauspicious" may be an understatement when describing Salina Allen-Sharpp's debut as a computer operator in what was known as the Computing Services department at UMass Boston in May 1988. Salina herself said she didn't expect she'd stay too long at the university. But 34 amazing years later, that may be the only thing Salina has been wrong about since she got here.

"I didn't have a vision. I was a young single parent and thought, like most young folks do, to just keep moving," Salina said about the start of her career at UMass Boston. But despite that supposed lack of vision, she felt consistently motivated to go beyond the status quo. After a few years working various overnight shifts as a computer operator, she decided she wanted to move into computer repair. This led to the next phase of her career working in UMass Boston's PC repair shop as a certified repair technician, but she still felt driven to pursue something more. Then, in 2003, she made a decision that led her to where she was destined to be at UMass Boston. As she put it, "I wanted to do something on the administrative side" of the renamed Information Technology department, and she was given the opportunity.

She wasn't given a simple task to start with. Salina was put in charge of the relocation of IT staff from the science building to the Quinn building by then Chief Information Officer Martyne Hallgren. She was ordering furniture, arranging cubicle space, and doing several other things she had no experience with. Even so, the relocation went promptly and smoothly. "I proved that I could do project management without having the official project management training that is necessary today," Salina said. She also was the lead on other IT Projects, such as the first IT Expo on campus, the relocation of staff from the Quinn building to the Corcoran Jennison building and other campus locations, and the O365 migration affecting students, staff, and faculty at UMass Boston.

In the ensuing years Salina continued to excel in IT administration, and when Ann Agee became IT Chief Information Officer (CIO) in 2011, she quickly determined that Salina was exactly the person she needed as her new Executive Assistant. Salina was promoted into her new position and has remained in it ever since. Even as new CIOs have come to the IT department, they realized that Salina was irreplaceable as an Executive Assistant and an essential part of the IT management team.

But even with Salina's remarkable climb up the university ladder, she still felt she had something more to give. So, after meeting Margaret Salas, a student majoring in Computer Science working in a computer lab, she had an inspiring idea. Salina saw that Margaret's only duty at the lab was monitoring it, so she asked her if she wouldn't rather do something that gave her more practical IT job experience. She helped Margaret get such a job in Application Services, and the IT Student Employee Program was born.

"It really started with Margaret in 2015, long before the PACE program, which became the IT Student Employee Program, where you try to match a student's major or field of interest with an employment opportunity in the IT department," Salina said, putting the program in focus. It's been an enormous success. Many students have gotten jobs in their field after graduation, largely due to the work experience, knowledge, skills, and ability they gained from the program in addition to their degree. Eventually, Salina started the IT Student Leadership Awards program, given in recognition to top performing IT student employees at an annual IT Student Employee Week ceremony.

As Salina looks back on her 34 years at UMass Boston, just weeks before her retirement, the pride in her voice is obvious. "It's been quite the journey. I came in as a young single parent with no real plan, and am walking away with a plethora of life, professional and business experiences, amazing friends and connections, and a better understanding of who I am as a person. I just feel blessed."



IT SERVICES DIVISION—MISSION, VISION, VALUES

INFORMATION TECHNOLOGY SERVICES MISSION STATEMENT

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 STATEMENT

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.

STATEMENT OF VALUES

Information Technology 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.