Massachusetts College of Pharmacy and Health Sciences

Technology Plan
2025 – 2028

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Purpose

To organize, deploy and support the best uses of technology for achieving the University's strategic plans.

Mission

To support the University's educational mission through responsive service, enabling infrastructure, effective academic and administrative systems, and innovative solutions.

Core Values

Adaptability: be responsive to change, using input from University constituents, peer institutions, best practices, and other relevant institutions employing technology.

Service excellence: continually seek an understanding of the needs of students, faculty and staff, and strive to meet expectations and needs.

Sustainability: manage effective balance between internal staff resources and outsourced technology solutions. Pursue technology that is stable and fosters effective management of staffing and staff turnover, and whose long-term plans are manageable and responsible with respect to all resources required.

Collaboration: work in a cooperative, team-driven environment that encourages individual and shared excellence in achieving goals.

Innovation: approach work in a dynamic manner actively seeking to develop and test new ideas to advance the University. Acknowledging there is often no one right answer to a question, employ experimentation to drive solutions and continuous improvement.

Integrity: work continuously with honesty, transparency and the highest ethical standards.

Guiding Principles

Development and implementation of this plan will:

- *Be consistent with the mission, vision and core values of the University.*
- *Fundamentally focus on student success and support.*
- *Take into account the changing landscape in higher education & healthcare.*
- *Be grounded in a culture of environmental sustainability.*
- *Recognize the impact of fully remote and hybrid learning.*
- *Adhere to best practices in higher education.*
- *Be driven by stakeholder feedback and data analysis.*
- *Address the needs of existing academic programs and offices.*
- *Recognize the importance of strategic programmatic growth.*
- *Be committed to inter-professional practice and education.*
- *Prioritize opportunities for simulation and real-world experiences.*

Technology Planning Membership

Richard Lessard	*President*
Caroline Zeind	*Vice President for Academic Affairs/Provost*
Barbara Macaulay	*Associate Provost, Academic Innovation*
Seth Wall	*Chief Administrative Officer*
Tom Scanlon	*Chief Information Officer*
Keith Bellucci	*Chief Financial Officer*
Stacey Taylor	*Administrative Dean*
Daniel Jamous	*Chief Academic Technology Officer*
Rich Kaplan	*Dean of Library and Learning Resources*
Jennifer Shaw	*Executive Assistant for Academic Affairs*

Strategic Priorities and Initiatives

<u>Priority 1 – Infrastructure and Core Services</u>
1. Provide a robust, secure, and flexible network and computing infrastructure for faculty and staff success, student success, and effective operational processes.
   - Maintain a cloud-first approach for implementation of systems and to strengthen sustainability.
   - Wherever appropriate, leverage cloud based or virtual infrastructure as a means to reduce physical infrastructure requirements, associated maintenance, and certain key-person reliance risk.
2. Maintain technology-focused business continuity and disaster recovery plans.
   - Ensure adequate policies and procedures are in place for continuity and recovery.
   - Combine data center and cloud solutions for business continuity to ensure that critical business and communication activities can continue in the face of the significant on-campus disruption.
3. Maintain information security procedures and compliance, adhering to best practices.
   - Expand adoption of multi-factor authentication to all users.
   - Implement advanced monitoring capabilities for high-risk assets.
   - Engage external consultants to review security systems and controls, conduct internal and external penetration tests, and advise on security best practices.
4. Ensure that University technology and related planning provides for accessibility, accommodating persons with a wide range of abilities and disabilities.
   - Foster inclusion through universal design principles in software, multimedia, websites, and other technologies to maintain accessible electronic environments.
5. Where appropriate and necessary, centralize customer services and resources.
6. Establish business system service level agreements and related metrics.
7. Develop maintenance schedules and recovery timelines for core systems including Colleague, Blackboard, O365, Network, Commodity Internet, OnBase, and Salesforce.
8. Upgrade networking infrastructure to support current industry standards for security, performance, and resiliency. Assess frontline support for faculty,

staff, and students to determine adequacy and responsiveness of service, and implement improvements where needed.

9. Research, plan and implement best practices in technology support services.

Priority 2 – Student Success and Experience

1. Provide productive workspaces and devices for student use in classrooms, labs, and other locations, including on-campus equipment that contains special purpose software.
2. Empower personalized and lifelong learning.
   - Simplify and improve access to information and resources for students, faculty, and other advisors.
   - Create resources for students to learn technologies necessary for their coursework, programs, career development and research endeavors.
3. Manage the Student Success Hub (SSH CRM) in ways that maximize benefits and adoption of the platform to provide data and communication channels to advise, monitor and assist students in their academic and personal achievements.
4. Understand the needs of students living on campus, and students living off campus, to ensure they have the technology they need to assist them with academic activities.
5. Streamline services so students may have a "one-stop" location to get information, help and support for their use of common University services and resources.
6. Support accessibility in technology applications and promote universal design.

Priority 3 - Staff and Faculty Development

1. Plan and implement departmental initiatives to improve the quality and effectiveness of technology offerings through furtherance of staff skills development.
2. Empower Information Services and Academic Technology with responsibility, training, and resources for technology innovation.
3. Offer and support business solutions in partnership with staff and faculty to champion effective use of systems across the University.
4. Proactively support academic and administrative departments with technology needs through collaboration.

5. Invest in the human component of technology by increasing the skillsets of personnel supporting technology infrastructure and services through effective onboarding and training.
6. Attract, retain and empower skilled technology leaders to implement, manage and oversee University technology.

Priority 4 –Teaching and Learning
1. Provide support for the implementation of the University's Academic Master Plan (UAMP).
   * Provide training and engagement to increase the use of cloud-based collaboration tools – Zoom, Teams, OneDrive, Blackboard Collaborate.
   * Increase training offerings for students, faculty, and staff on various technologies through multiple channels.
   * Provide training and onboarding support for students, faculty, and staff.
   * Address accessibility.
2. Ensure that all classrooms and labs meet or exceed technology requirements of the Institution and the UAMP.
3. Collaborate with and support initiatives of the Technology Steering Committee.
4. Upgrade video conferencing infrastructure to current industry standards.
   * Be able to incorporate current web conferencing platforms from the desktop to the classroom.
   * Review accessibility requirements so that standards are met.
5. Assist in the development of a University-wide course repository.
   * Establish a system that would support all manner of modalities – Blackboard, didactic, simulations.

Priority 5 – Administrative Technology and End-User Experiences
1. Provide support for the University's administrative technology needs.
2. Provide training and engagement to increase the use of cloud-based collaboration tools: Zoom, Teams, OneDrive, Blackboard Collaborate, etc.
   * Increase training offerings for students, faculty, and staff on various technologies through multiple channels.
3. Collaborate with and support initiatives of the Technology Steering Committee.

Priority 6 – Use of Data for Analytics and Decision-Making

1. Work with key stakeholders to establish a data governance steering group to expand and enhance the usefulness and availability of data and analytics.
    *   Establish a data reporting strategy in support of assessment initiatives.
    *   Evaluate data warehouses, creating production and data maps across the information system silos.
    *   Help preserve and share systems reporting and structure institutional knowledge amongst key stakeholder groups including: Institutional Research, Registrar, Business office, and Information Services.
    *   Provide lead role in establishing student assessment analytics from existing data sources including Blackboard, Colleague and SSH CRM.
    *   Improve business processes and operational efficiencies by leveraging existing technologies and implementing new technologies.
    *   Establish a data-driven culture to support making informed decisions on University technologies and priorities.

Priority 7 - Technology Governance and Community Engagement

1. Promote community engagement with the implementation of technology initiatives.
    *   Establish baseline service level agreements (SLAs) for key customer facing services, and provide metrics.
    *   Engage with and gather feedback from faculty and student advisory groups in conjunction with the Technology Steering Committee.
    *   Assess effectiveness of technology planning and implementation efforts, and revise plans accordingly.
    *   Invest strategically and support the funding of technology and software.
    *   Develop communication strategies that support opportunities for students, faculty, and staff to provide feedback on existing technologies and have input on new technologies.