



Office of Information Technology  
Co-Curricular Program Review 2022-2023

# CONTENTS

PRESENTATION SLIDES	
MISSION.....	4
PROGRAM AND SERVICES.....	8
STUDENT LEARNING, DEVELOPMENT, AND SUCCESS .....	11
ASSESSMENT .....	14
ACCESS, DIVERSITY, AND INCLUSION .....	18
LEADERSHIP, MANAGEMENT, AND SUPERVISION .....	22
HUMAN RESOURCES .....	25
COLLABORATION AND COMMUNICATION .....	29
ETHICS, LAW, AND POLICY.....	33
FINANCIAL RESOURCES.....	36
TECHNOLOGY.....	39
PROGRAM REVIEW VIDEO	



# Office of Information Technology Co-Curricular Review 22-23



The Office of Information Technology (OIT) fulfills an essential role in furthering Mid-America Christian University's (MACU) mission by working in partnership with the faculty, students, and staff to apply information technology to reach their goals. We contribute to the mission of MACU by striving to be professional by providing timely, courteous, and knowledgeable support.

– IT MISSION STATEMENT

# Mission

- The mission embraces student learning and development by providing services to key programs across campus that directly teach the students. Without our services, this learning would be more difficult to achieve. The OIT mission also supports the University mission by providing services and resources that “prepare students” to “create, collaborate, and innovate.”
- The Office of Information Technology mission was established in 2003.
- The purpose of OIT is to partner with faculty, staff, and students to advance the use and value of information technology across the campus.
- WIGs as Strategic Planning and Long-Term Notebook
  - Evidence – We reviewed all system in the NIST cyber-security framework.

# Opportunities for Improvement

- Improve communication internally to OIT and across campus for “why” we exist.
- Improve our communication of our vision to other programs across campus.
- Create an IT Roadmap



# Program and Services

- The guiding goal of the Office of Information Technology (OIT) is to deliver quality products, support, and services that focus on MACU's faculty, students, and staff.
  - These enhance the student experience.
  - Can be measured through student retention or recruitment.
  - Measured through SSI survey to our effectiveness.
- We establish WIGs to enhance the student experience – directly or indirectly.
- Documentation
  - We have established policies that are reviewed annually.

# Opportunities for Improvement

- We can do a better job of validating our effectiveness in enhancing the student experience with data.
- Qualitative now, could find quantitative data.



# Student Learning, Development, and Success

- Our student learning outcomes are found in the fact book
  - Graduation numbers
  - Recruitment numbers
  - Diversity
- Our contribution to learning
  - \$500,000 investment in classroom technology and infrastructure.

# Opportunities for Improvement

- We need to develop a better metric for success
- The fact book is a lag measure



# Assessment

- We use several mediums of assessment
  - SSI and Employee survey
  - External peers such as Educause
  - External audits – Dorkbot, Imperva, Symantec
- Assessment Plans are in place
  - KnowBe4
- Implementing Improvements to assessment
  - AD connector

# Opportunities for Improvement

- Leverage KnowBe4 more
- Pause to assess data more
- Show assessment status visually via TV or monitor



# Access, Diversity, and Inclusion

- Systems are providing to accommodate a diverse group.
  - D2L for the visually impaired
  - Panopto closed-captions for the hearing impaired
  - Spanish-based classes are offered through D2L
- OIT hires a diverse workforce
  - Almost 50/50 male female - Almost 50/50 over/under 40 years old
  - Almost 25 percent non-white - Almost 25 percent international

# Opportunities for Improvement

- Our philosophy is to hire the best individual for a position regardless of any characteristic.
- This has worked well for us
- No changes at this time.



# Leadership, Management, and Supervision

- CIO Reports to President – Held Responsible
- Challenge – Staff Turnover
  - Promotion
  - Outsourcing
- We perform WIGs and Long-Range Planning
- We provide opportunities for growth and professional development.
  - Jenzabar Conference
  - CIO Congress      Information Builders

# Opportunities for Improvement

- We rely on a lot of 3<sup>rd</sup> party data for our strategic planning. Could use more internal data.
- Would leverage computer-based training more.



# Human Resources

- Hire based on talent

Name	Position	Highest Degree	Hire Date
Jody Allen	Chief Information Officer	M.A. Communications	11/15/1999
Scotti McDowell	Dir. of Administrative Systems	M.B.A.	02/28/2014
Ciana Young	Database Administrator	B.A. Elementary Education	03/01/2012
Marty Carver	Project Manager	B.A. Communications	07/01/2021
Lele Pi	Database Specialist	M.S. Business Analytics	06/19/2017
Ana Abras	Analytics Specialist	B.S. Data Analytics/Bus. Adm	03/09/2022
Jack Patterson	Technology Specialist	B.S. Physics	05/24/2022
Allison Bratcher	Technology Specialist	B.S. Biology and Bus. Adm	07/12/2022

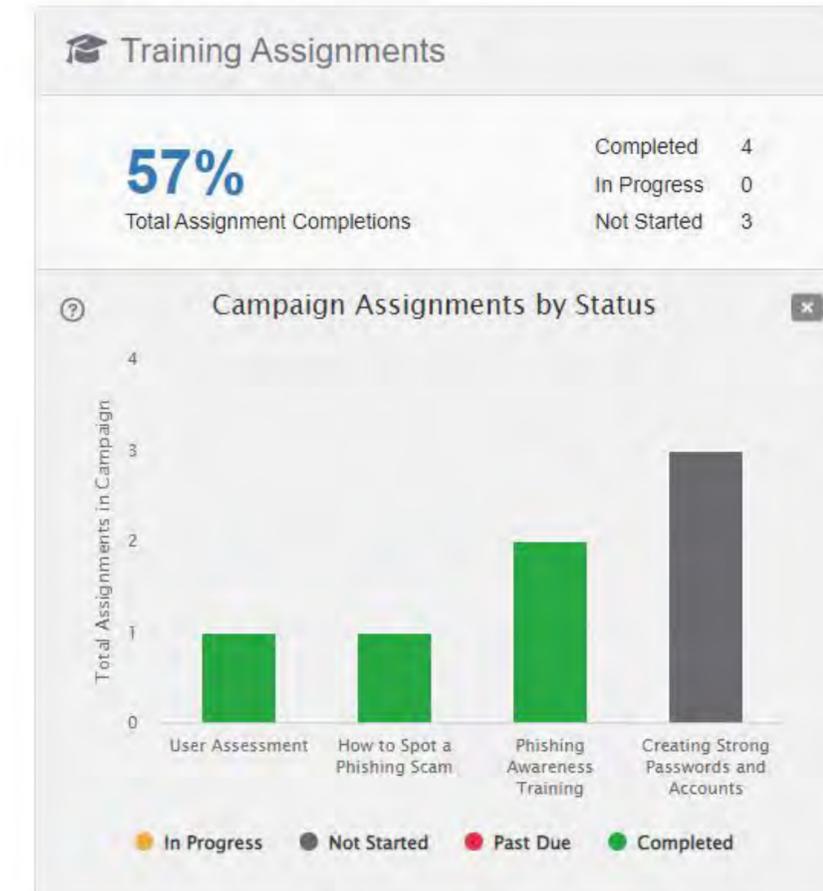
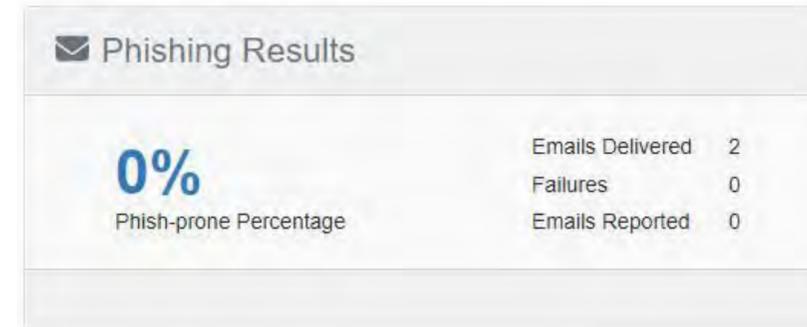
# Opportunities for Improvement

- None at this time.



# Collaboration and Communication

- Helpdesk - Communicate
- KnowBe4 - Communicate
- Departmental Meetings – Collaborate
- D2L Support – Communicate
- Website/Portal Support - Communicate



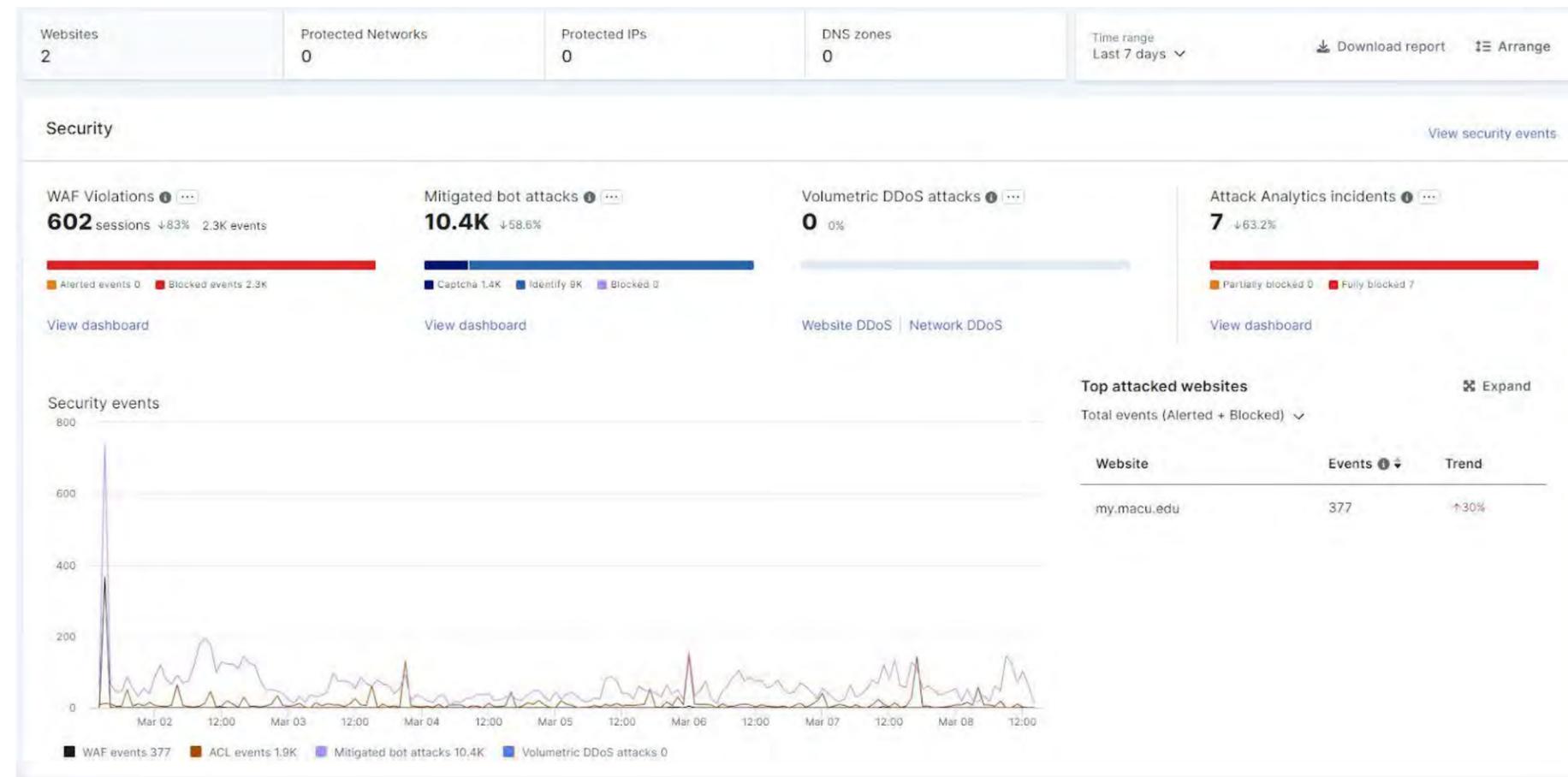
# Opportunities for Improvement

- We can always improve Collaboration and Communication
- Improvements to helpdesk
- Texting students



# Ethics, Law, and Policy

- Role-based access
- Multiple admins
- Acceptable Use Policy
- NIST Standards
- 3<sup>rd</sup>-party Reports
- Notify HR on employee audits



# Opportunities for Improvement

- There is the opportunity to have a document signed by IT members agreeing to not misuse our access to confidential data.



# Financial Resources

- Meet with departments about IT needs
- Utilize buying groups for better pricing
- Receive multiple bids on large projects
- Submit items to the ITC for prioritization
- Meet with cabinet members on their divisional needs
  - Laptops

# Opportunities for Improvement

- MACU IT is supported budgetarily.
- We can better communicate what has been approved to departments.
- We can do a better job telling what we do – for example, network infrastructure upgrades.



# Technology

- We maintain a database of all technology
- Training is available for Jenzabar on Demand
- Data is backed up – SOS and SQL
- VPN for remote work
- NIST Compliance

ID	Name	Acquired	Warranty	Asset Tag	Serial Number	Manufacturer	Model
930	Pam Mathis	12/25/2020	12/25/2021	gxz7d63	36883031403	Dell	Vostro 5502
931	Jessica Granados	12/25/2020	12/25/2021	4m08d63	10037775531	Dell	Vostro 5502
932	CCLT Mobile	12/25/2020	12/25/2021	fxz7d63	34706249067	Dell	Vostro 5502
933	Anna Barlow	12/25/2020	12/25/2021	1yz7d63	4291762539	Dell	Vostro 5502
934	Kristin Jasper	12/25/2020	12/25/2021	j118d63	41421400491	Dell	Vostro 5502
935	Theresa Howell	12/25/2020	12/25/2021	dxz7d63	30352684395	Dell	Vostro 5502
936	Alicia McCullar	12/25/2020	12/25/2021	c118d63	26183924139	Dell	Vostro 5502
937	Allison Bratcher	12/25/2020	12/25/2021	h0pwc63	37048798875	Dell	Vostro 5502
938	Lisa Bell	12/25/2020	12/25/2021	11pwc63	2280747675	Dell	Vostro 5502
939	John Fozard	5/15/2021	5/16/2022	J5CC3D3	41681914887	Dell	XPS 13 9310
940	Sydni Salvato	6/17/2021	9/16/2022	2M7Y7F3	5697173775	Dell	Inspiron 3505
941	Dominick Ford	6/17/2021	9/16/2022	FWZX7F3	34646988495	Dell	Inspiron 3505
942	Ahleah Watts	7/29/2021	7/30/2025	G7RLV93	35298150519	Dell	Inspiron 5515

# Opportunities for Improvement

- None identified
- Always areas to improve



# Facilities and Infrastructure

- Two server rooms
- Four computer labs
- AWS
- Accommodations for employees
- Upgrades to classroom technology
- Capital expense budget submitted annually

# Opportunities for Improvement

- None at this time.



# Questions?





# MISSION

## Overview

The Office of Information Technology (OIT) fulfills an essential role in furthering the mission of Mid-America Christian University (MACU) by working in partnership with the faculty, students, and staff to apply information technology to reach their goals. We contribute to the mission of MACU by striving to be professional by providing timely, courteous, and knowledgeable support.

The mission embraces student learning and development by providing services to key programs across campus that directly teach the students. Without our services, this learning would be more difficult to achieve. The OIT mission also supports the University mission by providing services and resources that “prepare students” to “create, collaborate, and innovate.”

## 1.1 Mission Statement

To fulfill this mission, IT focuses on the initiatives that:

- Serve the many rather than the few;
- Serve the core of MACU’s academic, research, and administrative activities, rather than those of the periphery;
- Seek innovation and creativity, rather than primarily automation of traditional approaches;
- Increase technological equity, rather than maintain or increase inequity.

To do this, we must balance:

- The need for a stable, robust, and reliable infrastructure against the allure of leading-edge capabilities;
- The desire for operational excellence versus the reality of limited resources;
- The requirement of “ease of use,” as well as the desire for “powerful and feature-laden;”
- The desire to leverage infrastructure across MACU rather than optimize for local solutions;
- Other diverse, and at times divergent, expectations and requirements.

The mission statement for OIT was established in 2003 as a guide for ensuring the department was aligned with the mission of the University.

## 1.2 Summary Statement

OIT functions primarily as a service department. We support the University and its mission through reactively serving the needs of the University while proactively planning for upcoming needs. While not all service requests directly affect the classroom, faculty or students' learning, most of the needs indirectly impact the mission through the service that other departments provide. In a way, we serve as an extension of the various units around campus.

Data was gathered for this program review through analyzing internally collected data as well as third party data. This data is revealed throughout the program review. The vision for the next three years is to continue to grow in our service offerings. The [long-range strategic planning document](#) demonstrates the vision for the next three years. Strategic planning for a look-back period of three years is featured later in the program review.

The current [mission statement](#) was developed in 2003 as technology became more prevalent on campus with the implementation of classroom technology, online learning, web-based services, and enterprise-level software systems. The mission statement was purposely developed in a generic tone so it could accommodate the rapidly changing state of technology. The mission statement is reviewed annually as we review many policies every summer.

Goals and purpose statements were developed to provide further guidance for the department.

The purpose of OIT is to partner with faculty, staff, and students to advance the use and value of information technology across the campus.

- Purpose Statement - The purpose of OIT will be achieved through the following steps:
- Make it easy for faculty to use technology in their educational practice.
- Create a stable, sustainable, and robust infrastructure with capabilities and capacity to support MACU's educational programs and priorities.
- Enable increased accessibility and ease of use for students to MACU's IT-based educational materials.
- Make it easy for faculty and staff to access data and applications necessary for their work, and ensure that they have an appropriate level of service and support.

- Promote hardware and software standards for the computing environment.
- Ensure that networking services are operated efficiently and cost-effectively, which means that costs are reduced wherever possible without sacrificing quality or reliability.
- Meet the needs of MACU people by maximizing the benefits of available technology to provide current and future services.
- Update IT staff skills and manage performance to ensure the growth and development of individuals' competencies.

OIT also [established goals and objectives](#) as a guide for strategic planning. OIT's goal is to deliver quality products, support, and services that focus on MACU's faculty, students, and staff.

To achieve these goals, IT people must be leaders and technical innovators, continuously gauging their work against customer needs, expectations, and wants, as well as higher education and industry trends. IT's ultimate success, and therefore the success of its people, is dependent upon satisfying its customers.

With the increase in cyber-attacks of the last half-decade, the Office of Information has adopted industry standards as guidance for our policies and procedures. These come from organizations such as [NIST CSF](#) (National Institute of Standards and Technology Cybersecurity Framework) or [ISO 27031](#), which is a standard for ICT (information and communications technology).

### 1.3 Opportunities for Improvement

Completing this [assessment](#) has uncovered opportunities for improvement primarily in the areas of communicating our program mission and vision with new staff. We often get so busy that we do not pause to remind ourselves why we exist. We anticipate that these areas will be sufficiently addressed with the implementation of our new onboarding process. This will allow us to provide more detailed guidance to new team members so they can better understand the mission and vision of OIT.

We also can improve up casting our vision to our external audience such as other programs. Creating an IT roadmap would help with this.



# PROGRAM AND SERVICES

## Overview

The guiding goal of the Office of Information Technology (OIT) is to deliver quality products, support, and services that focus on MACU's faculty, students, and staff. This is accomplished through the development of the program's Wildly Important Goals (WIGs). These WIGs are sometimes established on a program level and other years there are sub-WIGs which are defined within functional units of the program. These WIGs enhance our service offering and as a result enhance the student experience. When we enhance the student experience we are contributing to recruitment and retention which are ways we can see that our efforts are effective.

## 2.1 Program and Services Goals

OIT has developed several WIGs over the last three years. The goals are established in June and reviewed throughout the year. Final evaluation of the efficacy of the goals occurs in May.

### 2019-2020

#1 - Create the "Holy Grail" of data and analytics for Marketing and Enrollment by Jan 31, 2020.

### 2020-2021

#1 - The OIT Client Services team will communicate with every employee once per quarter by May 31, 2020 to understand and assist with all technology needs and challenges.

### 2021-2022

#1 - OIT will go from no documented security framework to implementing the NIST Security Framework by May 31, 2022.

Over the past three years, regular WIG meetings have been held weekly to ensure progress was made towards the goals.

## 2.2 Program Design, Structure, and Framework

The guiding principles of the program are policies which can be accessed via MACU's internal network, [EvangelNet](#). These policies, especially in a field as evolving as information technology, provide structure for program employees, students, and campus employees. In order to reflect the changing landscape of the program, the policies are evaluated annually and updated as needed. The policies are also reviewed as a collaborative effort of internal experts, as well as communication with peers in listservs such as [REN-ISAC](#) or [Educause](#). Reviewing what other schools are doing provides additional expertise in a program that is so wide in its breadth of coverage.

The [Acceptable Use Policy](#) is reviewed annually and student surveys are reviewed for potential input. This is where new technologies or needed changes can be seen from the students. We also review feedback from faculty and staff in their strategic planning to ensure our policies assist them in achieving their goals.

## 2.3 Program Documentation

OIT's documentation for MACU's internal and external constituencies exists within the Acceptable Use Policy for Information Technology. We do not maintain a Program sheet, nor do we provide solutions for curriculum.

## 2.4 Opportunities for Improvement

We feel we offer effective programs and services that do enhance the student experience; however, we measure these in a qualitative manner based on conversations with students and faculty. We can improve to find more quantitative measurements of our effectiveness.



# STUDENT LEARNING, DEVELOPMENT, AND SUCCESS

## Overview

The most significant student learning, development, and success outcomes for our program are the [graduations rates along with our diverse student population](#). Since we do not directly assist with student learning, we use academic measures to determine the success of our systems.

### 3.1 Program Curriculum Map

Prior to the program's review, OIT did not have a Curriculum Map. As a service department, we do not produce curriculum or directly impact student learning outcomes outside of providing hardware and accessibility to learning platforms which are detailed in section 3.3. Our contribution as a service unit is to provide support to departments that directly impact student learning, development, and success.

### 3.2 Assessment of Student Learning and Development

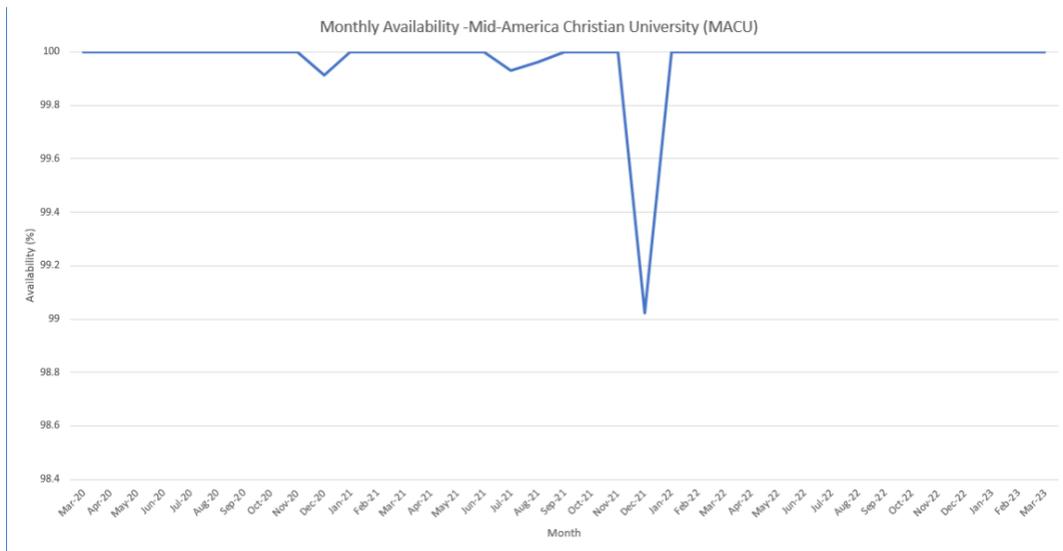
Similar to the program curriculum map, we do not directly assess student learning and development. We provide support to programs that do handle this, such as academics and curriculum development. Our contribution is addressed more in section 3.3.

### 3.3 Program Contribution to Student Learning, Development, and Success

We feel that OIT does contribute to the learning, development, and success of students. The computer facilities we provide, such as computer labs or wireless networks, allow students to achieve their academic goals and prepare them for post-graduate work. A [significant investment](#) of around \$500,000 was made in the past three years to ensure we provide the technology services to contribute

to students' success. The improvements were made in the classrooms, dorms, library, and faculty/staff offices.

We also contribute to the stability of the systems that contribute to student learning such as Desire2Learn (D2L). We were able to achieve near 100 percent uptimes over the past three years to ensure course availability was in place for the students.



While we review the [Fact Book](#) data and retention data, all these serve as delayed lag measures so we are constantly meeting to improve our systems to impact the students positively at a much quicker rate than that of annual data.

### 3.4 Opportunities for Improvement

We need to find a way to better measure our programs success before the lag measure of the fact book. This is a 12-18 month lag measure which does not allow us time to react in a timely manner. We need to find a metric that allows us to see more real-time student success and development so we can change course quicker if needed.



# ASSESSMENT

## Overview

The Office of Information Technology (OIT) uses multiple measurements to assess our current reality. The results of these assessments allow us to create a strategy for future assessment and improvements. The priorities for assessment come from two areas; the university's goals and objectives, and industry initiatives. Regarding the first area, customer satisfaction and student retention (SSI results and employee survey) are key measures for the university, thus we assess to ensure our employees are providing excellent service to our students, faculty, and staff. An example of the second area would be our use of the [Educause Top Ten](#) list produced annually to ensure we are measuring standards recognized by peers and industry experts. Items seen in this list are areas such as information security or classroom innovation through technology.

### 4.1 Establishing a Culture of Assessment

There are several ways we measure and assess ourselves to ensure we are aligned with our mission. We support the policy of [annual staff-initiated evaluations](#) to ensure our staff are aligned with the goals of the department. We review reports that are provided monthly from 3rd parties that assess our systems. Examples are [Dorkbot](#) which is operated by the University of Texas. This program scans our website for security vulnerabilities. Imperva provides a [monthly report](#) from our web-application firewall to show what sorts of attacks we are receiving. We receive daily reports from [Symantec](#) letting us know what users are out of compliance with software updates. Each of these allows us to assess what we are doing and make changes if needed.

We also create program WIGs and hold weekly meetings. These WIGs help us focus on key areas that we feel we need to improve on to achieve our mission. One area that we do need to improve is our communication with faculty, staff, and students. We are doing a lot of assessment, but we don't always communicate the details with our constituencies.

### 4.2 Assessment Plan and Process

As shared above in 4.1, we need to improve on engaging our constituents. We also need to develop a formal assessment plan to show when and how we

review the reports mentioned in 4.1. Currently, the review process is informal and changes are made as needed. We are working to better structure this to implement formal assessment plans.

One example of monitoring through data collection is the implementation of [KnowBe4](#). This is a cybersecurity awareness application that allows us to monitor the risk on campus as it relates to employees' cyber awareness. The software engages employees through training and produces immediate feedback of their results. If the employee does not meet the standard, then an improvement plan is put in place.

#### 4.3 Reporting Results and Implementing Improvement

As mentioned above in 4.2, we have multiple systems that report results. Many of these systems are automated and deliver emails to us daily, weekly or monthly. Upon receipt of the emails, we review the results and implement and plan for improvement. There is an opportunity as mentioned above to create a more structured assessment and improvement plan. We are in the process of doing this through automated systems.

One recent example of an in-house automated solution that we implemented was for monitoring and reporting on the uptime of our Active Directory Connectors which synchronize all user accounts with OneLogin, our single sign-on solution.

As mentioned in 4.2, KnowBe4 receives the assessment of employees' cyber awareness and if they fail, the assessment data is used to place them on an improvement track. This improvement track contains remedial training in the areas they were deficient. Having a system like KnowBe4 allows our employees to achieve proficiency in cyber awareness. We are working with other departments to add more assessments to KnowBe4, such as FERPA training. All of these training and assessment modules are aligned with our goals of which one is security of our data.

#### 4.4 Opportunities for Improvement

Our biggest area for assessment would be to develop the KnowBe4 solution more. It allows us to see real-time data so we can assess how competent our employees are in IT related areas.

We also have the opportunity to review assessment data more often. We get busy in our day to day activities that we sometime don't pause to assess the data



we have. We need to better review our data to see if there are ways to improve our systems or level of support.

We also could leverage a TV or monitor in our offices to show real-time assessment data so we can react quicker.

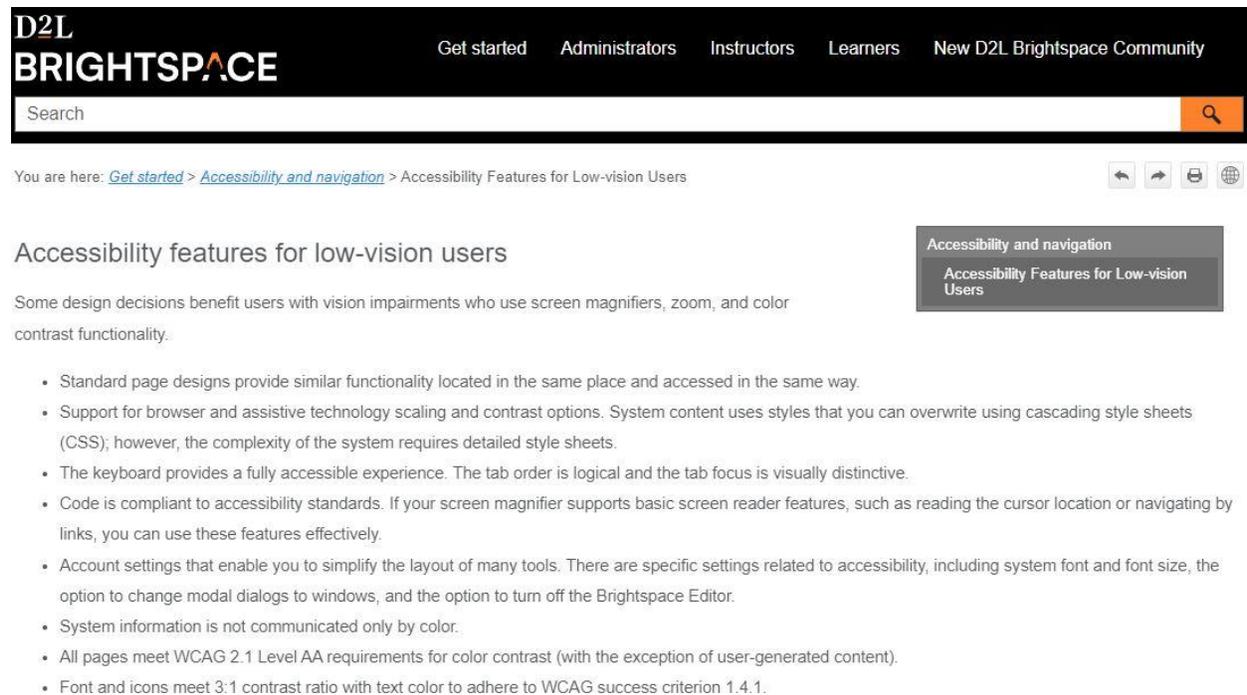


# ACCESS, DIVERSITY, AND INCLUSION

## Overview

The Office of Information Technology (OIT) celebrates the diversity of MACU's student body and strives to offer an inclusive orientation that is welcoming and accessible to all attendees without the threat of bias, discrimination, or harassment. In alignment with our departmental mission and vision, we seek to provide all students – regardless of their age, gender, race, nationality, veteran status, or disability – with equal access and opportunity for the same orientation experience.

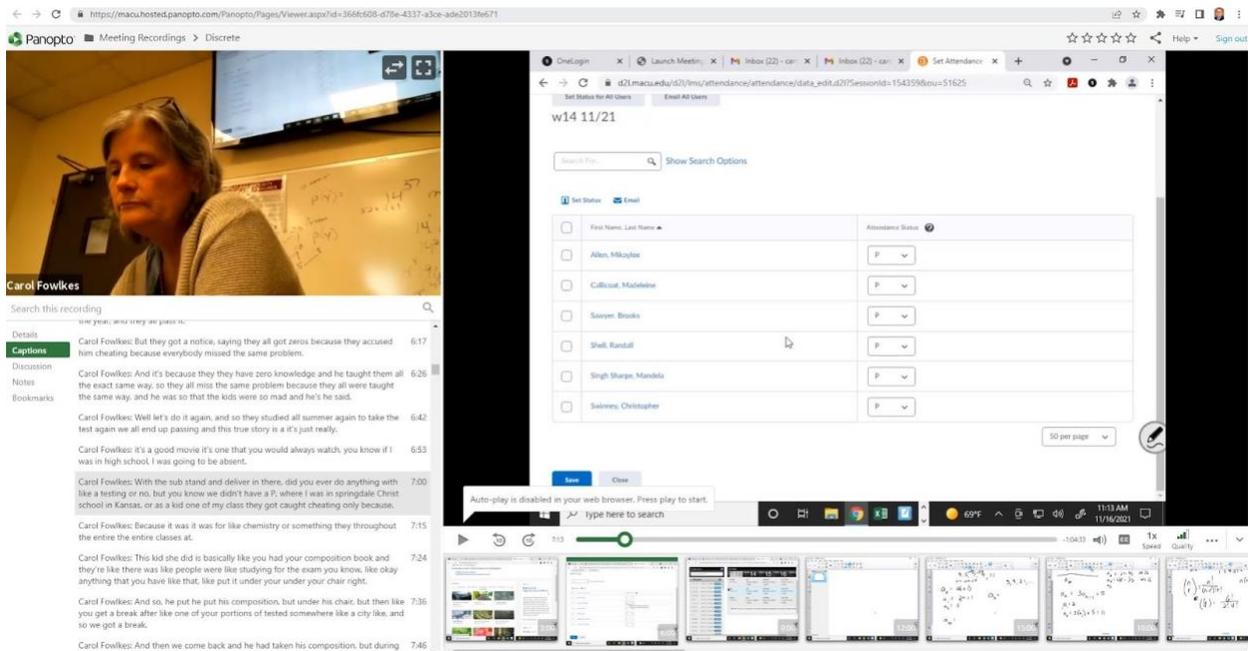
We strive for inclusiveness by providing software and hardware support for students with disabilities. This is evidenced through our use of D2L and implementation of web-accessible sites for the visually impaired.



The screenshot shows the D2L Brightspace interface. At the top, the D2L Brightspace logo is on the left, and navigation links for 'Get started', 'Administrators', 'Instructors', 'Learners', and 'New D2L Brightspace Community' are on the right. Below the navigation is a search bar. The main content area is titled 'Accessibility features for low-vision users' and includes a breadcrumb trail: 'You are here: [Get started](#) > [Accessibility and navigation](#) > Accessibility Features for Low-vision Users'. A sidebar on the right contains a link to 'Accessibility Features for Low-vision Users'. The main text explains that design decisions benefit users with vision impairments and lists several accessibility features:

- Standard page designs provide similar functionality located in the same place and accessed in the same way.
- Support for browser and assistive technology scaling and contrast options. System content uses styles that you can overwrite using cascading style sheets (CSS); however, the complexity of the system requires detailed style sheets.
- The keyboard provides a fully accessible experience. The tab order is logical and the tab focus is visually distinctive.
- Code is compliant to accessibility standards. If your screen magnifier supports basic screen reader features, such as reading the cursor location or navigating by links, you can use these features effectively.
- Account settings that enable you to simplify the layout of many tools. There are specific settings related to accessibility, including system font and font size, the option to change modal dialogs to windows, and the option to turn off the Brightspace Editor.
- System information is not communicated only by color.
- All pages meet WCAG 2.1 Level AA requirements for color contrast (with the exception of user-generated content).
- Font and icons meet 3:1 contrast ratio with text color to adhere to WCAG success criterion 1.4.1.

We utilize Panopto software for classroom capture, which adds close captioning for the hearing impaired.



We also do not discriminate in our hiring as we employ a diverse workforce in terms of race, gender, and national origin. This applies to both full-time employees and our student workforce.

### Full-Time Employees

White	Non-White	Male	Female
7	2	5	4
US Citizen	International	Under 40 Years	Over 40 Years
7	2	5	4

### 5.2 Implementing Aspects of Access, Diversity, and Inclusion

Our goal is to serve all constituents and meet them where they desire to be met. For students, this might mean that they want to come into the office and meet a person face to face. We provide this service by staffing a walk-in helpdesk. We also realize we have many online students, which allows us to provide remote support to our students. We are equipped with software to support remote students and visually see that with which they are struggling. For our faculty and staff constituents, we offer support both onsite and remotely.

# MACU IT Services

Home » MACU IT Services

## Contact the MACU IT Services Helpdesk

### Call Now

Call us anytime at:

[\(405\) 703-8200](tel:(405)703-8200)

Our hours are:

**Monday through Thursday** – 8 AM – 9 PM CST

**Friday** – 8 AM – 5 PM CST

**Saturday and Sunday** – 1 – 5 PM CST

### Email

Email us anytime and we will contact you as soon as possible.

[itservices@macu.edu](mailto:itservices@macu.edu)

## Submit a Helpdesk Ticket

We are very intentional about including all learners, however our biggest barrier is language. We are able to mitigate this barrier by producing classes and websites in Spanish to support those students who have Spanish as their native language. With a high percentage of international students in our traditional program, our efforts to be intentional about diverse hiring has been helpful. During the past three years, we have employed three full-time workers who were born internationally. This diversity allows us to relate to the various cultural needs of our students.

### 5.3 Opportunities for Improvement

This is an area of strength for our department and we just need to continue doing what we are doing.

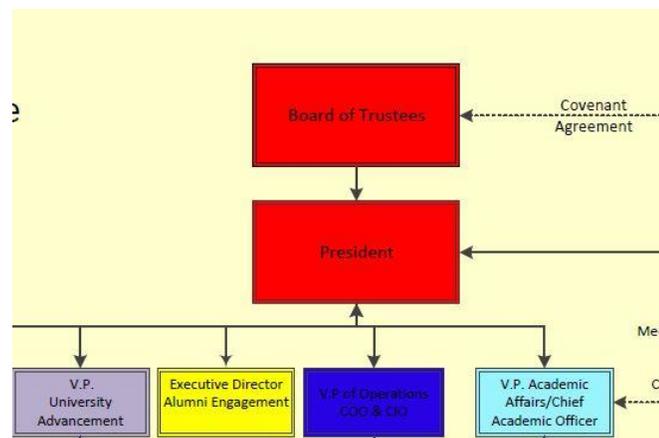


13

# LEADERSHIP, MANAGEMENT, AND SUPERVISION

## Overview

The Office of Information Technology has seen some change in its leadership over the past three years. The program is led by the Chief Information Officer (CIO). This position is held responsible for advancing the mission of the department and [reports directly](#) to the President of the University.



It is the responsibility of the CIO to ensure the success of the program, the quality of the services offered, the security of university data, the collaboration with other departments, and the gathering and dissemination of information. This is only achieved through collaborative, healthy communication and relationships with program leadership across the campus.

During the past three years, a barrier presented for advancing the mission was staff turnover. The positions of Director of Technology and Network Administrator were vacated. This challenge was turned into an opportunity to restructure the department and outsource some areas to bring in more skilled labor. This also allowed for [advancement in the organization](#) for some. The Director of Administrative Systems and the Database Administrator serve in leadership roles within the department and as advisors to the CIO.

## 6.1 Leadership and Supervision

The CIO leads planning session each year to establish [WIGs](#) and [long-term planning](#). Strategic planning sessions are held annually to provide direction for the department. Data, such as [budget information](#), is analyzed to inform decision making. Other information such as [monthly cyber-attacks](#) are analyzed as well to drive key decisions that are made daily, weekly, and monthly. Various data points inform the directors to provide guidance into their decisions.

The leadership in the department works closely with HR to ensure compliance with areas of leadership such as performance evaluations and hiring practices. It is also important to the leadership to receive both technical and managerial training. The leadership and employees participate in yearly training either virtually or on site at a conference. The [Jenzabar conference](#) is attended annually and allows leadership to speak with industry peers and learn from each other.

## 6.2 Strategic Planning

OIT produces annual [long-range plans](#) as well as [4DX strategic plans](#). These are reviewed annually with weekly WIG meetings to ensure ongoing assessment. The leadership of IT also works closely with the Information Technology Committee, which is made up of cabinet members, to create a priority for the upcoming projects to work on. This collaborative effort allows for communication to see what is needed across the organization on a University level.

## 6.3 Opportunities for Improvement

We are very data heavy on information from third-parties to drive our decisions. There is an opportunity to improve upon the use of internal student data to assist in making informed decisions.

We also could leverage computer-based training more for professional growth.

# HUMAN RESOURCES



# HUMAN RESOURCES

## Overview

The Office of Information Technology (OIT) examines potential employees through several methods. This includes a review of experience and tasks performed at previous places of employment. These are typically identified from a resume and then future interview. Professional certifications are also a way to show demonstrated competency. One of the final methods of evaluation is in-person interviews. This allows us to meet the person, come to understand their personality, and ask exploratory questions about their work experience and certifications. In some cases, the in-person interview has prompted the requirement of a competency exercise to be completed and submitted as an additional metric to evaluate a candidate's skillset.

Current employees are evaluated annually through the [self-initiated annual performance review](#). Frequent, in-person meetings are held to visit about areas of strength and opportunities for improvement. We also look to reward exemplary performance which is done through several means. A reward may come in the form of a [job promotion and change of title](#). With this promotion comes more responsibility. We also consider monetary rewards in the form of merit bonuses and/or raises.

We budget annually for professional development for our staff. This is a way to keep the staff engaged and up to date on current industry trends and techniques. The professional development comes in the form of paid or free webinars, [computer-based training sites](#), or in-person training, such as [conferences](#). Each of these are provided with the goal of keeping staff informed on relevant topics in their field. This model ensures we are able to continue operations with the changing landscape of the field of technology.

With salaries being very competitive in this field, we engage in various means of identifying our potential workforce. We hire student workers to assist with our helpdesk. This provides valuable experience and also provides a pipeline for talent that may lead to a full-time position. We occasionally have volunteers or interns that help in an effort to gain experience in the field. We utilize recent graduates and have found international graduates to be a successful source of talented employees. The students have a strong desire to work and gain an H1B

work visa. As an educational institution, we are able to apply for this visa in fields where it is challenging to find local talent.

We also have moved to an outsourcing structure which has eliminated some positions. We have discovered through [outsourcing](#) we can find help that is current on industry trends, but we do not have to pay the high salaries that are not feasible for our budget.

## 7.1 Staffing and Support

OIT takes a unique approach to hiring. We look for experience and talent, however, we do occasionally hire individuals with little experience but a wealth of talent. Our aim is to serve students well and our approach is we can train the right person if needed. We have found that teaching a person people skills who may have technology training is very difficult. For that reason, our approach is to find the right person and then hire for skills. Our standard for positions is a bachelor's degree, but exceptions are considered for difficult-to-hire positions. Our staff currently hold at least a bachelor's degree, but several hold a master's degree. Our full-time staff is listed.

Name	Position	Highest Degree	Hire Date
Jody Allen	CIO	M.A. Communications	11/15/1999
Scotti McDowell	Dir. of Admin Systems	M.B.A.	02/28/2014
Ciana Young	Database Admin	B.A. Elementary Ed	03/01/2012
Marty Carver	Project Manager	B.A. Communications	07/01/2021
Lele Pi	Database Specialist	M.S. Bus Analytics	06/19/2017
Ana Abras	Analytics Specialist	B.S. Data Analytics	03/09/2022
Jack Patterson	Technology Specialist	B.S. Physics	05/24/2022
Allison Bratcher	Technology Specialist	B.S. Biology/Bus. Adm	07/12/2022

## 7.2 Employment Practices

The Office of Human Resources maintains copies of job descriptions and resumes for all employees. The Chief Information Officer maintains copies of all job descriptions as well. One area for improvement is that we do not maintain current resumes for all employees. A plan will be developed to incorporate this into our standard practices.

We advertise for positions on public sites as well as paid higher education sites. This method has afforded us a diverse workforce over the years. While we celebrate diversity and the strength it brings, our top priority is to hire the talent that best aligns with the mission of the university and best helps us to fulfill that mission.

### 7.3 Paraprofessional Personnel

OIT utilizes student workers primarily for help desk positions. The Technology Specialist who supervises them reviews performance with them annually. The supervisor meets with the students monthly to determine what schedule works best in consideration of his/her academic requirements. OIT also works closely with Student Success to ensure student workers maintain a good academic standing and are not impacted negatively by their work schedule.

### 7.4 Opportunities for Improvement

None at this time.

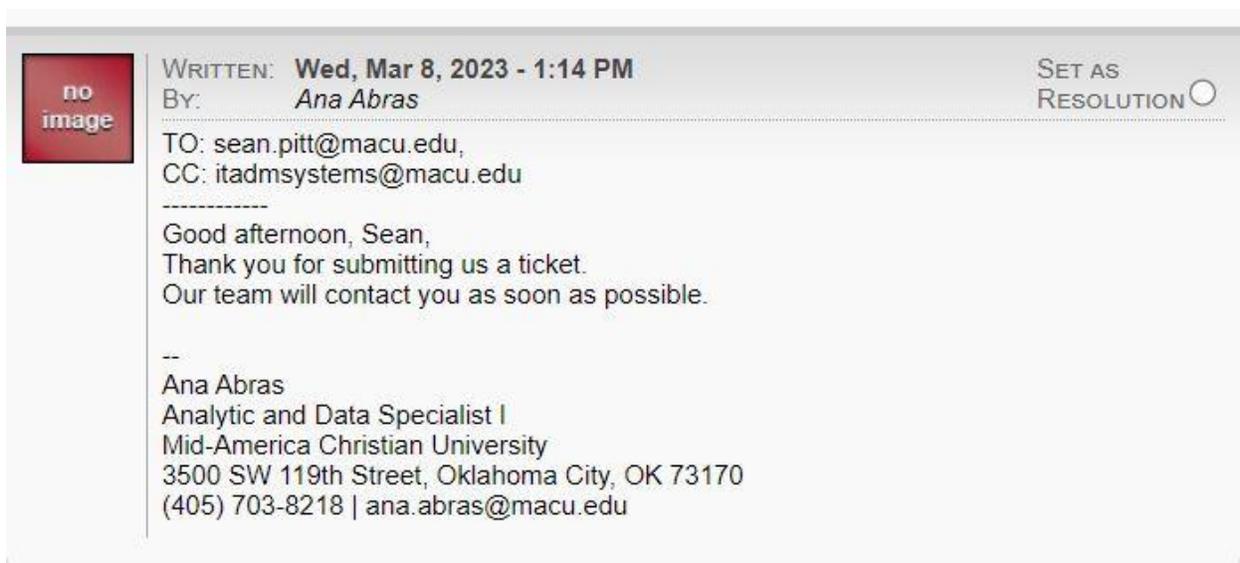


# COLLABORATION AND COMMUNICATION

## Overview

Technology is a vital component of the operations of MACU. The backbone of all systems functions on a technology platform such as D2L, our online courses, to our financial accounts to student records. It is vital that the Office of Information Technology (OIT) maintain effective relationships with all departments on campus as well as with our student body. These relationships ensure we are providing the services needed while understanding future needs these groups may have.

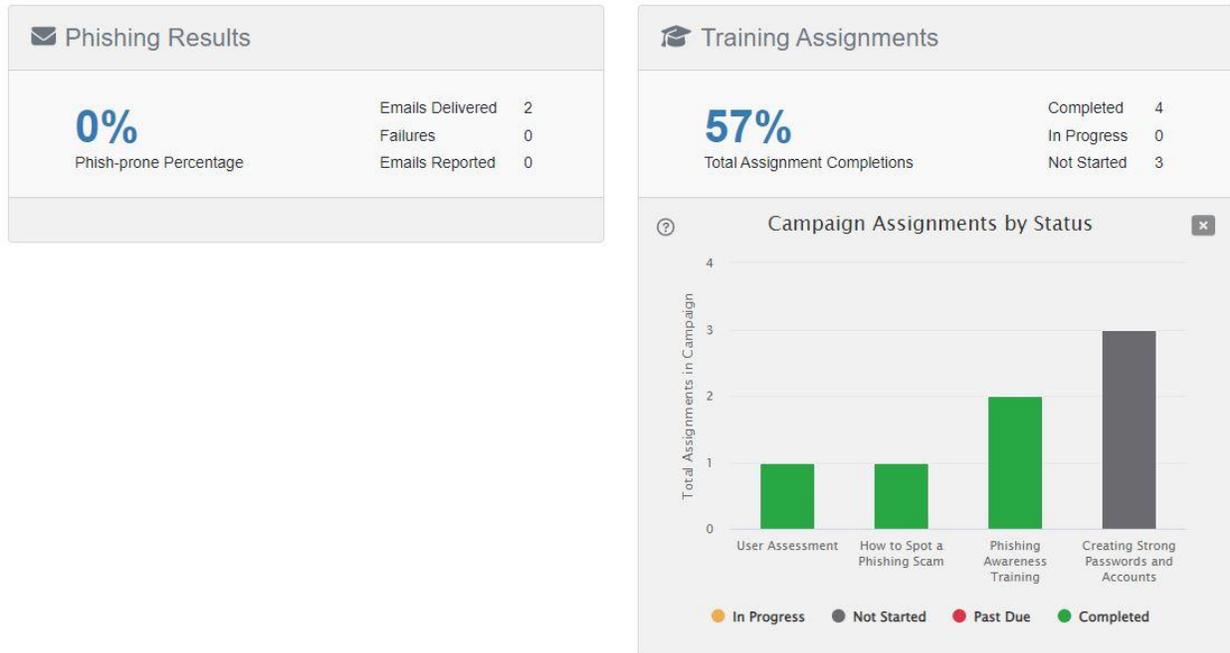
There are several mediums through which the program maintains the collaborative relationship and communicates with our customers (students, faculty, staff, alumni). The primary method is through our [helpdesk ticketing system](#) which allows users to communicate needs to us and notifies us immediately of their request. This system is available to all students and employees. From within the system, we are able to provide updates via email to the submitter.



The screenshot shows an email interface. On the left is a red square with the text "no image". To the right, the email header includes "WRITTEN: Wed, Mar 8, 2023 - 1:14 PM" and "BY: Ana Abras". In the top right corner, there is a button labeled "SET AS RESOLUTION" with a circular icon. The main body of the email contains the following text: "TO: sean.pitt@macu.edu, CC: itadmsystems@macu.edu", a separator line, "Good afternoon, Sean, Thank you for submitting us a ticket. Our team will contact you as soon as possible.", another separator line, and the signature: "-- Ana Abras, Analytic and Data Specialist I, Mid-America Christian University, 3500 SW 119th Street, Oklahoma City, OK 73170, (405) 703-8218 | ana.abras@macu.edu".

We also communicate with our audiences in other mediums, such as email [memos when there is a planned system outage](#). We regularly use email to

communicate with faculty and staff regarding updates. In cases of emergencies, we partner with Campus Police to push updates using the SafeZone app. We also reach out to our faculty and staff through KnowBe4 to communicate training in the area of cybersecurity. The KnowBe4 program allows us to track its efficacy through real-time reporting to identify who has and has not completed training.



On occasion, for the third-party solutions OIT maintains, there is the need to communicate with vendors as a conduit for our customers. Examples include: violations of our Internet Service Provider agreement, customer reported issues, enhancement requests, or purchase of additional services or formal training. Our main communication mediums for 3rd party software vendors are their respective support modules and/or listservs, which allow us to communicate back and forth via email. This provides bi-directional timely updates on security patches or technology issues we may encounter and has been proven effective.

## 8.1 Collaboration

OIT collaborates daily with internal programs and students to identify needs and find solutions to enhance the student experience. A recent example of this is the Watermark retention software implementation. This application has enhanced the student experience and allows Student Services to work directly in real-time with students. This two-year collaborative effort between OIT, Academics, Student Services, and institutional leaders included phases for strategy, implementation, and deployment. Ongoing, OIT continues to support Student Services as needed with this product.



An example of collaboration impacting the experience of the prospective student is the transition from a purchased online application for admission to an in-house solution. This transition has allowed for greater flexibility to govern the look and feel of the application to cater to the current trends and concerns as identified by the Enrollment Operations, Enrollment Services, and Admissions teams. Since the project's inception in August 2021 we have successfully released three iterations with progressively improved functionality and ease of use. OIT will continue to maintain and enhance the application in perpetuity provided the solution continues to meet the needs of the stakeholders.

## 8.2 Communication

OIT does not directly recruit students, rather, we support the programs that do. Our support is evidenced through our partnership with Academics and our support for D2L. This is a software application which serves as MACU's learning management system.

We also recently came alongside the Marketing department to launch a new website in 2022 aimed at student recruitment. OIT played a support role working with graphics designers and assisting with functionality of the site.

## 8.3 Opportunities for Improvement

We could improve on how we communicate with staff. Whether is be budgeted items or helpdesk updates, there is always room for improvement. The way we update students ticket requests could be improved with system updates in our helpdesk ticketing system. If we added texting it would help. There is always room to communicate and collaborate better.



# ETHICS, LAW, AND POLICY

## Overview

The Office of Information Technology's (OIT) strategy for managing student and personnel confidentiality and privacy issues is through access control. OIT draws on established policies for general access and provides enhanced access with documented approval.

OIT annually completes a reevaluation of access based on current known roles and responsibilities. At this time if anyone has documented enhanced access we have discussions with the respective directors to verify the continuation of the need. In the event of a position shift, we work with both the past and current supervisors to ensure an effective transition of access.

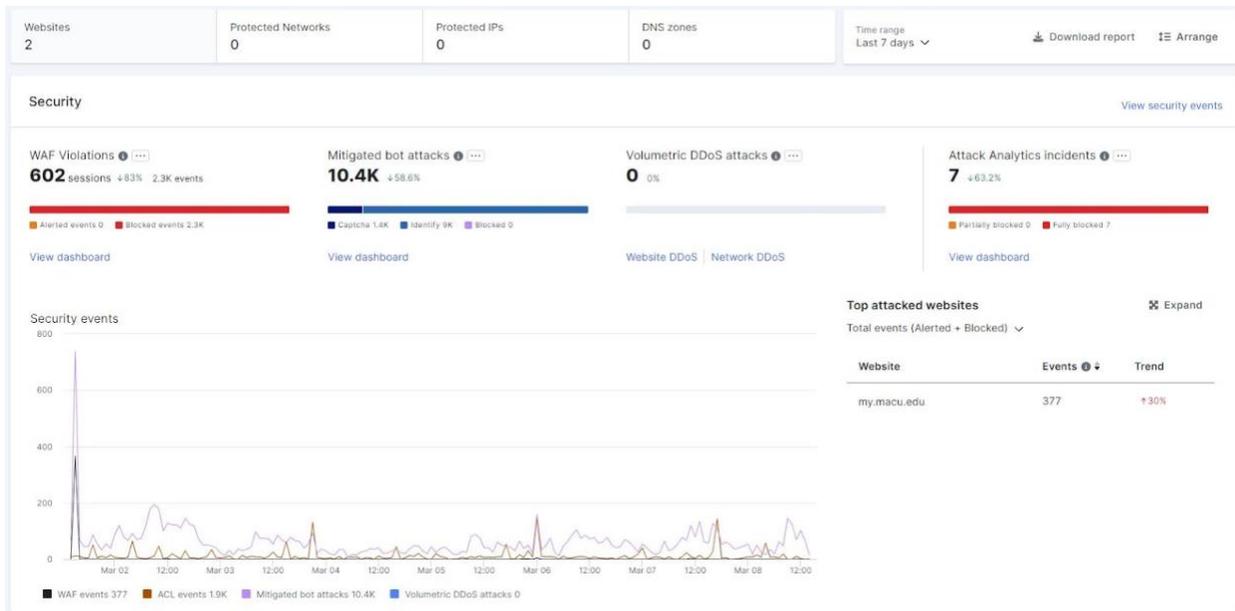
### 9.1 Ethical Statements and Practice

Standards and ethics are important foundations for OIT. We utilize outside organizations to assist our strategy to ensure confidentiality of all data. These third parties include, but are not limited to, the National Institute of Standards and Technology (NIST). The [framework](#) provided from NIST ensures security of data using nationally-approved standards. We also utilize Educause for additional information for best practices within the higher education technology field. OIT provides an [Acceptable Use Policy for Information Technology](#) which is reviewed annually. This policy includes our position on various ethical situations which may arise, as well as expectations regarding the use of copyrighted software material.

To ensure ethics are complied with on a daily basis, all systems have more than one system administrator. This allows for accountability and ensures no one person has sole control over a system. We also utilize database logs to create an audit trail to ensure the security of our data.

All of these policies are made available publicly to students and employees. We instruct all OIT staff to adhere to all laws. The biggest issue we face is the potential risk for data loss by a security breach or simple human error. We

maintain systems such as a web application firewall to limit the cyber exposure to our data.



When we face ethical dilemmas such as the need to review other employees' email, we contact HR to make them aware of the need and to determine if they have any concerns. In all situations, we strive for accountability.

## 9.2 Communication of Ethical and Legal Obligations

We communicate with our constituents through our Acceptable Use Policy for Information Technology. If special cases arise, we do send email. The use of email is our primary means of educating our audiences. We also post information on our website regarding students' rights to privacy. Workplace harassment information is found on our intranet, EvangelNet, which is maintained by OIT and Human Resources.

On the rare occasion that data has been found to be stolen or mistakenly sent to the wrong party due to human error, we notify the offending party via email and contact their supervisor, divisional vice-president, and the President of the University. We then notify the student or staff member whose data may have been compromised via email and standard mail.

## 9.3 Opportunities for Improvement

We need a document stating that we will not misuse our data access.



# FINANCIAL RESOURCES

## Overview

The funding strategy used in the Office of Information Technology (OIT) is collaborative. A budget is created by the Chief Information Officer (CIO) following meetings with program chairs and directors. This approach works best for MACU because it is not driven by one person or one agenda. It truly incorporates feedback from all constituents on campus. The budget is then presented to the leadership team to provide accountability for what the CIO is presenting.

We utilize several buying [groups](#) shared below to ensure we are receiving the most cost effective and aggressive pricing possible. When a gap is seen in the budget, program chairs and directors present their findings to the CIO. These gaps are then presented to the President and/or the cabinet for discussion to see if special funding is required.

## 10.1 Funding

OIT provides an annual budget to university administration that includes funding requests as well as capital expenditures for the fiscal year. These funding requests represent campus technology needs. A meeting is held every fall to review the requests. The funding requests are represented in two approaches. One approach is an Information Technology Committee (ITC) [top projects](#) list that is shown to the cabinet and prioritized by ITC leadership to align with university goals. The second approach is through direct funding requests from the CIO to the President of the university. This happens in person during weekly meetings between the CIO and the President or via email when needs arise.

## 10.2 Financial Planning and Management

OIT meets with program and department leaders prior to budgeting to understand their needs. This analysis reveals the unmet needs around campus. We also annually review the students' satisfaction survey to determine student sentiment regarding technology on campus. Each one of these methods factors

into the budget that is created using the budget worksheet provided by the Chief Financial Officer.

To ensure we are being good stewards of the funds allotted to our program, we try to receive multiple bids or research multiple vendors to determine the best pricing. We also partner with buying groups such as [E&I Cooperative Services](#) to purchase at a discounted academic rate. Many vendors, such as Microsoft, provide academic pricing which represents a significant savings to the university.

The last three years of strategic planning and budgeting are listed below.

[2022-2023 Budget](#)

[2021-2022 Budget](#)

[2020-2021 Budget](#)

### 10.3 Opportunities for Improvement

The university supports the area of technology and our budget requests. We are in a very good place with our infrastructure due to COVID funds that were able to provide new capital technology.

Communicating the budget and what was approved is an area we can improve. We can do a better job of letting the campus know of our planned spending. We also can improve up sharing items that have been purchased, such as infrastructure items.



# TECHNOLOGY

## Overview

The Office of Information Technology (OIT) keeps an extensive database of all computers and technology-related hardware. The items are tagged with an asset number and full details about the equipment are listed. This information is maintained by our Client Services team. That team also works closely with the Administrative Systems team to ensure that security patches are installed on computers and servers, as well as adherence to policies such as password complexity.

Asset Number	Employee Name	Acquisition Date	Asset Tag	Asset ID	Manufacturer	Model
930	Pam Mathis	12/25/2020	12/25/2021	gxz7d63	Dell	Vostro 5502
931	Jessica Granados	12/25/2020	12/25/2021	4m08d63	Dell	Vostro 5502
932	CCLT Mobile	12/25/2020	12/25/2021	fxz7d63	Dell	Vostro 5502
933	Anna Barlow	12/25/2020	12/25/2021	1yz7d63	Dell	Vostro 5502
934	Kristin Jasper	12/25/2020	12/25/2021	j118d63	Dell	Vostro 5502
935	Theresa Howell	12/25/2020	12/25/2021	dxz7d63	Dell	Vostro 5502
936	Alicia McCullar	12/25/2020	12/25/2021	c118d63	Dell	Vostro 5502
937	Allison Bratcher	12/25/2020	12/25/2021	h0pwc63	Dell	Vostro 5502
938	Lisa Bell	12/25/2020	12/25/2021	11pwc63	Dell	Vostro 5502
939	John Fozard	5/15/2021	5/16/2022	J5CC3D3	Dell	XPS 13 9310
940	Sydni Salvato	6/17/2021	9/16/2022	2M7Y7F3	Dell	Inspiron 3505
941	Dominick Ford	6/17/2021	9/16/2022	FWZX7F3	Dell	Inspiron 3505
942	Ahleah Watts	7/29/2021	7/30/2025	G7RLV93	Dell	Inspiron 5515

The Chief Information Officer (CIO) meets weekly as a member of the President’s Cabinet to discuss technology needs around campus. Meetings with program chairs are also held to ensure we are serving all constituents who need technology and adequately maintaining systems such as D2L to foster a learning environment that supports the university mission.

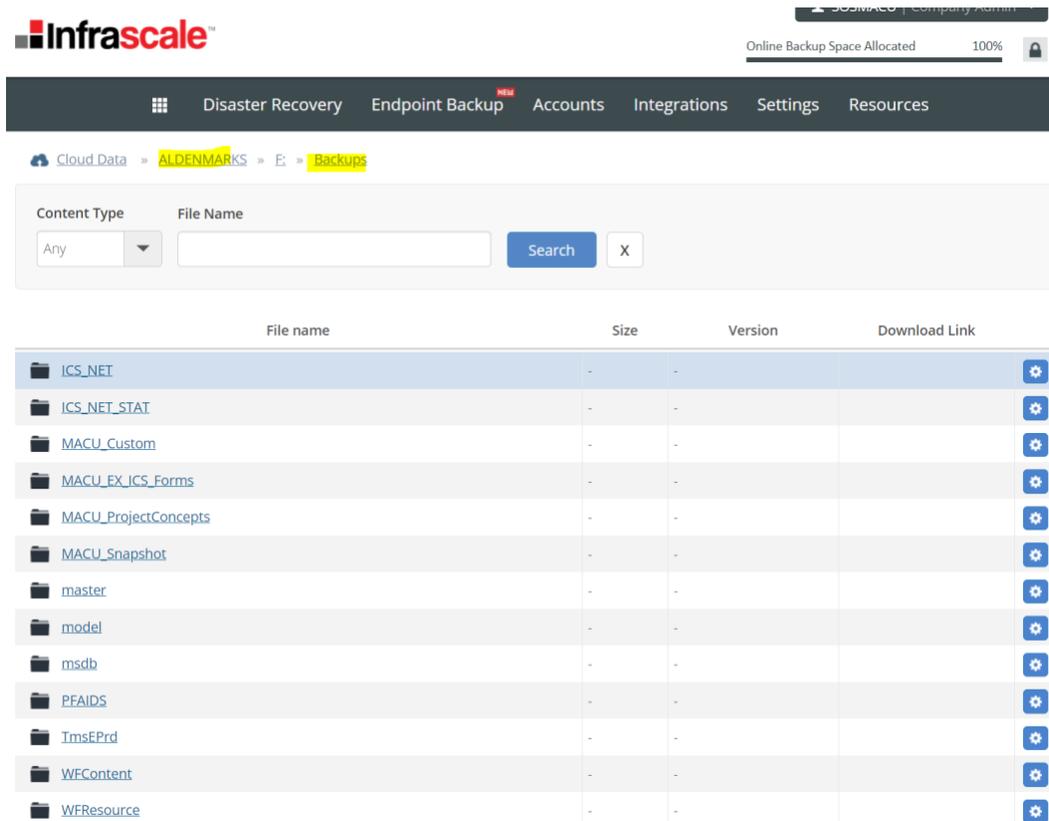
### 11.1 Systems Management

OIT ensures all programs have technology to support the mission. This inventory is housed in a database that tracks multiple pieces of hardware.

Tables	
CPU	904 Harold Kihega
CPU DISPOSED	905 Charly Moreau
Monitor	906 Amy Walton
Network	907 Tami Marshall
Peripheral	908 Annesha Sharp
Phone	909 Library Lab
Printer	910 Library Lab
	911 Library Lab
	912 Library Lab
	913 Library Lab
	914 Library Lab
	915 Library Lab
	916 Library Lab
	917 Library Lab
	918 Library Lab
	919 Julie Nance
	920 Gayle Fischer
	921 Tiffany Griffin

Training is provided to faculty at monthly meetings. The training may come in the form of a useful D2L tip or another technology that may benefit them in an academic setting. Jenzabar training is also offered on-demand by members of OIT for administrative needs but is available through the Jenzabar Learning site as well.

A robust backup system is in place through routine backups through an [online cloud provider](#). Local backups are made nightly of the SQL databases. Virtual snapshots are also taken daily to protect data from ransomware.



## 11.2 User Engagement

OIT ensures that all full-time employees have access to technology and all MACU resources whether on-campus or remote. This level of access is being achieved through an initiative to provide all employees with a laptop. Each machine that is to be utilized remotely has an installed program which provides off-campus VPN access to MACU’s network. These resources ensure that each employee is equipped to fulfill their individual responsibilities as they address student needs, working to ultimately fulfill the mission of the university.

## 11.3 Compliance and Information Security

OIT attempts to adhere to national standards as it relates to information technology and security. In 2022 as part of a program goal, a full audit of our systems was completed. Policies have been revised and are still continuing to be revised to be compliant with both the National Institute of Standards and Technology (NIST) and the International Organization for Standardization (ISO).

## 11.4 Opportunities for Improvement

While no direct opportunities were identified, there are always areas for improvement. This can be through integration, new systems, better security, or improved hardware. The area of technology is a changing landscape and we will always be looking for ways to improve.



# FACILITIES AND INFRASTRUCTURE

## Overview

The Office of Information Technology (OIT) maintains two server rooms and four computer labs. These facilities are maintained in partnership with the Facilities Department to ensure power needs are met and appropriate cooling is provided. We also outsource with AWS to host 90 percent of all servers.

When designing new learning and office spaces, OIT is included to advise on needs as they relate to students with disabilities. In the case that an employee has a [special accommodation](#), we work with the Human Resources Department to ensure those needs are met and documented.

Every summer, all lab spaces and classrooms are reviewed to ensure we are intentional with our technology and learning spaces. In Summer 2022, updates were made in Fozard Hall to provide larger screens for learning and integrated classroom controls to allow for various types of remote learning. In Summer 2022, we also [upgraded all Kennedy Hall projectors](#) to include brighter, bulbless lamps which extend the life-cycle of the projectors and also provide a better learning environment.

## 12.1 Design and Use of Facilities and Equipment

In Summer 2022, all classrooms in both Fozard Hall and Kennedy Hall received a technology refresh. This comes on the heels of a conversion in 2020 to make all classrooms Zoom Rooms. All classrooms were intentionally designed for both student and public use with classroom control systems that include Crestron and Extron systems.

## 12.2 Work Space

Every member of OIT has a dedicated workspace with privacy where no monitors are student facing. The only area where employees have a shared workspace is the location of our Technology Specialists due to their need to collaborate with one another. While in a shared space, they are still housed in a private office. All



other members of IT either have an office door or cubicle door. New chairs were purchased in 2022 to provide a comfortable work environment while employees work at their desk.

### 12.3 Equipment Acquisition

When submitting the annual budget for OIT, a separate [capital expense budget](#) is created. This budget is generated from feedback by program directors and chairs, then finalized from feedback by the Executive Vice President. Typically, capital equipment in our areas come with ongoing support costs in the form of annual maintenance. These costs are budgeted as line items in our expense budget in future years.

### 12.4 Opportunities for Improvement

None at this time.

**M**