

Distance Education Program Review

Contracts

Attached

Personnel

The Distance Education Unit currently employs 3.5 full-time classified staff: Two Online Educational Development Specialists, one Analyst/Programmer, and .5 of an Administrative Assistant II, as well as one full-time Instructional Designer that is under an annual professional expert contract and is assigned at Norco College.

The two Online Educational Development Specialists are each assigned to a specific campus (one at Riverside and the other at Moreno Valley) where they also perform the duties of Educational Technologies Trainers and receive differential pay. They have been performing these duties for more than a year and this cannot be sustained. There has been increasing pressure from the colleges to provide Canvas shells for all courses throughout the District. This practice will place additional demands on staff that are already carrying extra duties.

Revised/New Personnel

- **Course Designer (Districtwide, \$80,000):** This position replaces and augments the position of DE Technologies Trainer that was lost in 2010. Since that time, distance education course offerings have increased. There have been requests from DE faculty at the three colleges for increased course design support, especially since the transition to Canvas. This position would provide instructional and program design expertise and training for the development and support of online courses and specialized educational programs. This work would include creation of course templates, educating faculty on ongoing updates regarding use of technology and to Canvas. This position would also work with faculty and DSPS staff to ensure accessible design was followed in online course development. This would make the contract position at Norco into a permanent classified position that is districtwide. The position would also alleviate the differential workloads placed on the Online Educational Development Specialists at Riverside and Moreno Valley.
- **Online Educational Development Specialist (\$65,000):** This position would be assigned to Norco College in a similar manner to the other two online educational development specialists. This position is justified by the additional workload of creating canvas shells for all courses throughout the District.
- **Adjust the Administrative Assistant II to Administrative Assistant III (?).** This position is shared between the Deans for Distance Education and Educational Services. Typically, an Administrative Assistant to a Dean is classified as III rather than II.

Special Projects

Special Project money for faculty mentor – one at each college. DE Committees have asked for assistance in course design that is offered by faculty. Proposal would utilize the current DE Instructor Resources shell but populate with forums on various instructional and technical topics

moderated by faculty mentors. Proposal is to have three faculty, one from each college, available on forums for 6 hours per week during Fall and Spring semesters.

Equipment

- **4 Cell phones:** one for each of the Online Educational Development Specialists and for the Course Designer
- **4 laptops:** Two are to upgrade laptops that are close to obsolescence, and two for new positions, Course Designer and Online Educational Development Specialist.

Workspace

- Two new workspaces, one for the Course Designer and one for the new Online Educational Development Specialist.

Professional Development

- **Professional Development Opportunities for Administrative Assistant, Online Development Specialists and Programmer (\$10,000)**
- **Professional Development Opportunities for Course Designer (\$4000)**
- **Professional Development Opportunities for Dean, Distance Education (\$10,000)**
- **Professional Development Opportunities for Faculty.**

Introduction

Technology is rapidly changing the landscape of higher education. Riverside Community College District students, faculty, and staff expect high quality technology solutions in the areas of teaching, learning, student support, and core business processes.

To thrive in this environment, RCCD IT must evolve from a “keeping the lights on” organization to a valued strategic partner, who leverages technology to deliver value to stakeholders throughout the District.

RCCD Information Technology Description

The RCCD Information Technology Department provides expertise and support to ensure the delivery of technical services to meet the educational and administrative requirements of the Riverside Community College District. Specifically, Information Technology is responsible for district-wide information delivery, network and telecommunications infrastructure, and its supporting components.

Organizationally, Information Technology is comprised of the following service and support teams:

- **Leadership:** Oversees Information technology strategy and planning for the department and District.
- **Administrative:** Responsible for the quality and administration of information systems and services throughout the District.
- **Administrative Applications:** Provides software and development service ensuring quality and appropriate administration and provides consulting support and direction for computerized information applications.
- **Network Systems:** Oversees the installation, configuration, operation, and, maintenance of the District's data network which includes: LAN, WAN, WLAN, Wi-Fi, security, server infrastructure, and network printers.
- **Network/Telecommunications Infrastructure Design and Implementation:** Oversees the design and implementation of network and telecommunication infrastructure for the District.
- **Telephone Support:** Supports the District-wide telephone systems and technology. Also procures and supports District-wide cell phones.
- **Service Desk:** Responds to service calls, routes service tickets to appropriate support teams, monitors quality of service, and provides first level technical support.
- **Web Services:** RCCD Web Services is responsible for the development, implementation, maintenance and operations of the technology infrastructure used for non-ERP, web-based, information delivery systems.

RCCD Information Technology Mission

RCCD Information Technology provides secure, reliable and integrated technology solutions in alignment with the strategic goals of the District, while delivering excellence in customer service to all stakeholders.

RCCD Information Technology Vision

RCCD Information Technology strives to be recognized as a leader in the delivery of IT services in the California Community College system.

RCCD Information Technology Core Values

Our core values drive and guide us as we serve the RCCD community. As members of RCCD IT, we are committed to:

- **Collaboration:** We are dedicated to a constructive, team-oriented environment, gathering varied perspectives, sharing knowledge and building effective partnerships with key stakeholders.
- **Continuous Improvement:** We strive for operational excellence through the on-going development of staff and the organization.
- **Innovation:** We encourage creative and critical thinking in the development and of technology services and solutions.
- **People:** We listen to and respect faculty, staff, students and one another, both professionally and personally.
- **Service:** We strive to provide excellent service by being consistent, agile, reliable, and accessible.
- **Transparency:** We leverage open communications and thoughtful business processes to be accountable in our interactions and work.

RCCD Strategic Goals

RCCD Information Technology is committed to providing technology solutions which promote and support the RCCD strategic goals:

1. Student Access
2. Student Success
3. Equity
4. Institutional Effectiveness
5. Resource Allocation
6. Partnership & Communication

Technology Trends & Observations

The list below outlines technology trends that will drive change and influence planning decisions as existing systems are modernized and new technology is implemented:

- **Analytics and Data** - RCCD will need to be able to collect, secure, analyze, and manage large volumes of academic and administrative data.
- **Mobility** - Today's students, faculty and staff need to be able to access services from anywhere, on any device, through an intuitive interface comparable to consumer services.
- **Information Security** as a core competency. Information security threats and consequent regulatory requirements are increasingly pervasive and complex.
- **Cloud Services** - The movement of IT services from the physical campus to the cloud, and transition of IT staff from developers of systems to architects and integrators of services. With constant, high bandwidth connectivity and the rise of cloud service providers in all areas of technology, from infrastructure to platform to application, options for IT services are multiplying and require careful selection, deployment, and management.

- **Reduced Cost and Increased Efficiency** – RCCD IT must work to leverage technology to reduce administrative costs and identify new, more efficient operating models.
- **Open Standards** - The importance of open standards, especially for infrastructure. As the applications and client devices become more varied and rapidly changing, the need for open standards to provide interoperability and rapid deployment is critical.

Key Areas of Focus

The RCCD IT departmental plan is focused on five key program areas or pillars for success:

1. Service Excellence (ITSM)

RCCD IT is committed to transitioning to an IT as service model utilizing the ITIL Framework. ITIL is a set of concepts and best practices for the management, delivery and continuous improvement of information technology services.

Specific strategies include:

- a) Development of a service catalog for all IT services.
- b) Implementation of service level agreements for IT services.
- c) Commitment to training and education in IT Service Management for departmental staff.
- d) Re-alignment of IT processes and organizational structure to improve the quality of service delivery.

2. Information Security

Securing RCCD's information technology resources requires focus across several key areas including, but not limited to, data classification, network infrastructure and information policies. RCCD IT continues to work towards ensuring the District's information resources are protected using industry standards and practices. Our security initiatives focus on ensuring the confidentiality and integrity of these resources while increasing the level of security awareness and education of our user community.

Specific strategies include:

- a) Modernization of RCCD IT security policies and administrative procedures.
- b) Expanded use of email filtering for improved malware protection, data loss prevention, and phishing attack minimization.
- c) Implementation of next generation security appliances
- d) Expansion of information security education.
- e) Planning for migration to the next generation security technologies
- f) Staffing augmentation to provide the appropriate level of resources for supporting the District.

3. Enterprise Applications

Enterprise applications are consumed by all stakeholders of the RCCD community. These applications support student success, core business processes, automation for services such as document management, provide tools supporting analysis and decision making, and ensure compliance with regulatory requirements. RCCD IT, in

partnership with the user community, will continue to enhance these applications with the goals of improving functionality, data access and service delivery.

Specific strategies include:

- a) Modernization and/or replacement of the current ERP/SIS.
- b) Continued expansion and use of single sign-on across RCCD enterprise applications.
- c) Support for greater integration of applications.
- d) Expanded access to data.

4. IT Infrastructure (Network, Data, and Physical)

Technology infrastructure is the foundation on which RCCD IT delivers services to the District. The reliability, scalability, performance and flexibility of our infrastructure will help us to better meet user needs and support the District's strategic goals. Our infrastructure initiatives will position us for greater adaptability and capacity as we incorporate many of the transformational technologies being introduced across the District.

Specific strategies include:

- a) Expansion and modernization of wireless networks to support increased use of mobile devices.
- b) Modernization of server infrastructure.
- c) Re-design of RCCD network architecture
- d) Modernization and increased capacity for data networks.
- e) Use of open standards for network infrastructure.

5. Web Services

RCCD Web Services is responsible for the development, implementation, maintenance and operations of the technology infrastructure used for web-based information delivery systems. Web-based information system have several advantages over traditional software-based applications: Cross platform compatibility, reduced cost, and ease of use. Hence, deploying web-based technologies are a key strategy for helping to foster collaboration, community, and social interaction throughout the District via an online footprint.

Specific strategies include:

- a) Creation of a modern RCCD Intranet with a framework that can be utilized by the colleges.
- b) Implementation of a data classification system that allows for the easy storage and retrieval of institutional information.
- c) Development of web-based applications to support automation of district-wide functions and increase efficiency.

Resource Requests for Fiscal Year 19-20

RCC NOC data services relocation

Reason: The RCC Network Operations Center (NOC) is the primary on-site location from which District-wide data services are provided. Note: This includes the ERP/SIS, Ellucian Colleague. Constructed in 1949 as a gymnasium, the current facility was adapted for use as a NOC and data center. The building has reached end of life status and is scheduled for replacement in the latest version of the 2018 RCC Facilities Master Plan. Issues with the facility include: The cooling system is insufficient to meet the operating requirements, the cooling system lacks adequate redundancy in the event of a failure, and the backup generator is insufficient to power all required services if an electrical outage occurs. The situation poses considerable risk for the delivery of District-wide data services.

Proposal: RCCD IT is proposing relocating District data services to a colocation (colo) facility at the Riverside County Office of Education (RCOE). A colocation (colo) is a data center facility in which an organization can rent space for servers and other computing hardware. Colo facilities provide the building, cooling, power, bandwidth and physical security while the customer provides the server infrastructure. The RCOE facility houses a tier 2 data center, with multiple redundant systems and protections. Note: RCOE prices the colocation services at cost of operation. The funding would be ongoing on an annual basis, but future facilities requirements would be significantly decreased.

One-time cost: \$90,000

Ongoing Cost: \$80,000/Year

Note: This is the first phase of multiyear project to create a sustainable path forward for RCCD Information Technology's facilities requirements in the areas of data services and core networking infrastructure.

Internal email security enhancements

Reason: RCCD currently filters all external email traffic (inbound and outbound) for malware, phishing attempts, and release of sensitive data. These protections are not extended to RCCD internal email. Lack of filtering for internal email results in numerous hours of RCCD IT staff time to remediate compromised accounts and clean-up of phishing attacks. Also, the inability to quickly detect and isolate compromised accounts is an ongoing security vulnerability.

Proposal: RCCD IT is proposing to apply filtering to internal traffic email via the Proofpoint tool. Benefits would include reduced workload on RCCD IT security administrators, earlier detection of compromised accounts and an overall reduction in the District's cyber-attack surface.

Ongoing Cost: \$30,000/Year

ITIL Framework Training

Reason: RCCD IT is transitioning to an IT as a service model (ITSM). When an organization moves to such a service model, IT becomes standardized and consolidated. The goal is for RCCD IT to offer a catalog of software services and hardware configurations designed specifically to meet each District stakeholder's needs. Instead of working in bureaucratic silos and reacting to various projects on an ad hoc basis, the RCCD IT staff needs to be flexible, fast, and focused on the needs of their customers.

Proposal: Information Technology Infrastructure Library (ITIL) Foundation training for the RCCD IT staff. ITIL provides the basic framework for delivering IT as a service. Training will educate IT staff in the fundamental concepts and terminology of IT Service Management (ITSM).

One-time Cost: \$30,000