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<th>Department Submitting Report:</th>
<th>Academic Affairs (FLOAT)</th>
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<td>ADMINISTRATIVE FUNCTION AND SUPPORT SERVICE AUDIT</td>
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| Executive Summary |
Audio Visual Services Audit Committee

Sharon Thompson (team lead) - Associate Vice President, Academic Affairs and Dean of Liberal Studies
Arnold Di Blasi – Academic Computing
Robert Dauval – Audio Visual Services
Peter Llewellyn – Division of Adult and Community Education
Michael Loughran – English
Joseph Mc Fadden – Audio Visual Services
Mark Piazza – Biology
David Prejsnar – History, Philosophy, Religious Studies
Kirsten Quinn – English
Carline Rucker – Audio Visual Services
History

Audio Visual Services (AVS) started providing services in 1966. AV staff handled distribution of film, shipping and receiving of various media to support the administration and faculty. When the College moved to the current campus in 1983, Audiovisual Services evolved to include support for special events at the College. In the late 1990’s administrative responsibility for AVS was moved from the Educational Resources Center (the former Library) to the Division of Educational Support Services (ESS). This decision was made in the context of aligning Academic Computing, Distance Education and related technology support in one Division. In 2006 further reorganization in Academic Affairs took place and as a result, in 2008 AVS became part of the newly created Division of Flexible Learning Options and Academic Technology (FLOAT). The Division’s primary mission is to enhance education through technology and creative expansion of learning opportunities. The Division now includes AVS; the department of Academic Computing; the Office of Distance Education; the administrative offices for the Regional Centers and neighborhood sites; and CCPTV.

Mission and Role

The mission of AVS is to support the College’s mission by providing professional, up-to-date multimedia technology services and support the internal College community and its external constituents. The major activities of Audio Visual Services center on the distribution of equipment to faculty and classrooms. The staff also provides equipment set up and are available to troubleshoot any problems that may occur. The unit provides this support for regularly scheduled credit and non-credit courses, and other College-wide instructional activities. AVS supports literally every College wide event that uses technology. This includes graduation, Professional development days and weeks, and a range of activities sponsored by Student Affairs. As CCPTV has expanded, the involvement of the AV staff in providing video, audio and editing for the station has increased. Since AVS is responsible for the College auditoria, the unit also provides support for special events on campus hosted by outside organizations such as meetings and conferences, lectures for public service information, staff development training sessions, job fairs, town meetings and satellite broadcast meetings.

Audio Visual Services fosters the mission of the College by enhancing teaching and learning through the use of technological equipment and services. The services provided are consistent with the College’s Strategic Plan, vision and core values. All programs and faculty that use multimedia devices are supported by AVS. AVS is also integral to the Communication Arts curriculum productions and activities.

The three College Regional Centers (Northeast, Northwest and West) currently supply audiovisual services to faculty through the administrative offices at each Center. None of the three Centers has audiovisual staff permanently assigned and at the time of the audit, none of the Centers had smart classrooms with dedicated smart podiums. Faculty members and staff reserve the audiovisual equipment at the Center’s administrative office and either pick-up the equipment for use in the classrooms or arrange for Center staff to deliver the equipment to the classroom.
Staff, Budget and Facility Needs

At the time of the audit, AVS staff included: a coordinator; auditorium manager/night manager; eight full time technical craft specialists; two part time technical craft specialists.

The budget for Audiovisual Services for the time period between July 1, 2009 to June 30, 2010 was $703,169.00. The main expense line item, approximately 80% each year, is payroll. Supplies, media and maintenance represent an additional ten to fifteen percent of overall operating. The past couple of years have seen decreases in the audiovisual media, supplies and maintenance line items as greater efficiencies were put in place.

Upgrades and equipment replacements are handled on a case by case basis. Despite the lack of a comprehensive multiyear plan, AVS has responded to emerging technologies. The need to include a plan for regular funding of upgrades, replacements and new technology adaptations is necessary for the College to position itself as a progressive teaching institution.

Audiovisual Services operating costs cover maintenance of the many audio, projection and TV systems throughout the College. In addition, the budget is used to purchase video based media for all departments. Recently, in response to observations made by staff and management, new policies have been enacted to set up an approval process for faculty media purchases. AVS has partnered with Teaching Center to offer instructors more training on the equipment AV offers. This ongoing partnership may cut down on the wear and tear of equipment.

The re-energizing of CCPTV has impacted on AVS. A schedule of regular original programming has been put in place which requires the support of staff. Continued quality programming will require more investment in both staff and equipment. Another area of projected future expense is related to the two auditoria. The original sound system in the Large Auditorium was replaced with state of the art equipment that can be multi-purposed for other events both on and off campus. Upgrading or replacement is needed for: the lighting system; curtains; seats and carpets; main projection screen. A safety harness system needs to be installed in the lighting grid to bring us up to OSHA code requirements. The Small Auditorium will be renovated to make it into a Black Box theatre.

The Great Hall (S 2-19) needs to be totally overhauled. The installed sound system is ineffective with a majority of the speakers distorting any programming run through them. Production lighting and projection systems are nonexistent and need to be addressed. The Coffeehouse sound system is currently functioning but at sometime in the near future will also need to be replaced. S2-03 was recently refurnished and re-carpeted. The audio, lighting and projection systems are all in working order but could use some minor upgrades to streamline production efficiencies. S1-09 and S2-21 conference rooms are currently in need of audio and projection systems. Most of these budgetary needs are listed as line items on the yearly capital budget requests.

Research

A SWOT analysis in 2008-2009 showed the strengths of AVS are: long-term, dedicated employees; AV Coordinator, known for his ability to keep equipment working, strong customer
service focus and ability to develop contingency plans as necessary; the variety and quality of equipment (both multimedia and PC); technical support provided.

The SWOT analysis included the following perceived weaknesses: overall staff size and/or deployment; staff weaknesses associated with attendance and punctuality, lack of initiative, and varied skill levels; limited delegation of responsibility. The Committee also identified: inadequate level of support for the Regional Centers and neighborhood sites; need to update software and hardware for video production, especially as it pertains to the television studio and the auditoria.

In order to collect data on user perceptions of and satisfaction with Audio Visual Services, the audit team issued a survey questionnaire. Of the 1,645 possible respondents, 290 completed surveys were received for an overall return rate of 17.6%. The majority of respondents were faculty (63% overall). 67% of respondents reported that AV equipment was important to them and 60% said AV services are important to them. The ‘smart cart’ was the most used piece of equipment. The AV service used the most is ‘troubleshooting’ (32%). The second highest service (21%) used is AV production services. 25% of respondents reported that AV service was not punctual (fair or poor), and 20% rated staff issues with courtesy (rating it fair or poor). 25% believe that more information should be available about the services of the area. There was an opportunity for respondents to reply to open-ended questions. On open ended questions, 17% complained that equipment consistently arrived too late to be of any use for the 8:00 AM classes; 18% believe that the department needs to be upgraded to a more professional atmosphere including some type of ‘uniform’ shirt and the elimination of staff watching TV in the office. The most frequent comments were about “rude and unprofessional” staff.

**Goals**

The unit identified seven (7) goals:

1. To re-name Audio Visual Services to better represent the area’s efforts to modernize and meet the new demands of the College community.

2. To clearly inform the College community regarding the various resources available from Audio Visual Services.

3. To continue to meet the expanding multimedia service and support needs of internal and external constituencies.

4. To identify appropriate assessment tools to review services and outcomes in order to foster continuous improvement.

5. To improve the inventory of state-of-the-art multimedia equipment and technology.

6. To develop a plan to ensure the AVS staff is reliable and competent.
7. To improve the delivery of multimedia service and support to the Regional Centers and neighborhood sites.

Findings and Recommendations

The work of the audit committee and the attention the process drew to AVS was positive. The opportunity to develop unit mission and goals as well as to begin to analyze the issues facing the unit has led to reorganization of the area and vast improvements in quality and efficiency. Specific recommendations for the future include the following:

1. Vision
   Re-name Audio Visual Services to better reflect the unit’s present and future direction. (Note: The name change to Multimedia Services became effective July 2010). Create a broader vision for AVS through strategic planning in concert with the other units of the FLOAT Division.

2. Fully implement goal two of the unit goals (i.e., to clearly inform the College community regarding the various resources available from Audio Visual Services). The faculty and staff survey indicated that the AV service used the most is ‘troubleshooting’ indicating that increased training for users or clear information on the equipment may be indicated. Equipment usage guides should be produced and be made available at the AV counter. Regular faculty and staff training sessions should be provided. Training sessions should be augmented by an expanded Web presence. Overall communication with the College community as well as internal unit communication needs to be enhanced.

3. Engage in a process of external review.
   The audit process did not use the services of an external auditor for review. At the time the audit process was concluding, changes in management were made. Once the permanent Dean is in place, s/he should consider the value of engaging an external consultant.

4. Regional Center support
   Review the feasibility of specific suggestions in the Audit with Regional Center staff and develop a plan for implementation. Recommendations included the need for more comprehensive support to the Regional Centers to include preventative maintenance of the equipment, training sessions for faculty and staff, publication of a handbook describing operation of the most common equipment as well as AVS policies, procedures and a list of services available, additional smart podiums installed permanently in Regional Center classrooms.

5. Staff
   The audit pointed out several issues related to AVS staff – issues of punctuality, courtesy and lack of a professional atmosphere. Enhanced communication and training provides an opportunity for rejuvenated staff morale and improved performance. Regular staff
meetings should be put in place. Steps should be taken to create a culture of customer service within the area.
Provide professional development for staff to enable them to meet the maintenance and troubleshooting needs of emerging technologies.
Create a program of staff development and a delineated program of cross training. The program should also address staff initiative and skill levels.
Clarify the relation of AVS to CCPTV to ensure appropriate staff deployment. Provide appropriate administrative oversight to ensure that staff issues related to attendance and punctuality are addressed and that delegation of responsibility to appropriate staff takes place.

6. Equipment
   Create a long term equipment and capital plan.
   Complete an analysis of current inventory of all media and equipment.

7. Identify metrics that will be used to provide information about outcomes on an ongoing basis.