Business Model Report

Media Services

Revised June 19, 2014
**Introduction**

Media Services is a unit within the Office of Information Technology, providing services to academic and non-instructional units across the campus. The unit provides professional video production, digital delivery of video content, digital media production, and technical support of instructional classroom/studio. Media Services is also responsible for overseeing programming, service procurement, and contract administration for the campus cable system, EduCABLE.

In response to requests from Provost Tim Greene and Chief Technology Officer Tom Wolf, Media Services reviewed and clarified the operation's business model. It should be noted that Media Services has always practiced a partial cost recovery process for non-instructional productions and continues to charge out-of-pocket expenses associated with most productions.

The goal of this business model is to establish a sustainable business model for Media Services. The business model design supports teaching, research, learning, and service. The model is inclusive and provides resources for academic and non-academic units at Western Michigan University. As a result of the business model review, the following is recommended:
Alignment with Strategic Plan
Media Services’ activities support the following goals from the Western Michigan University's Strategic Plan:

Goal 1 (WMU Strategic Plan)
Ensure a distinctive learning experience and foster the success of students. Media Services provides services and technology that assists faculty in providing distinctive learning experiences. Media Services works with faculty to create a variety of learning opportunities.

Goal 2 (WMU Strategic Plan)
Promote innovative learning, discovery, and service. Media Services works collaboratively with faculty to provide services that enable learning, discovery and services for our students.

Goal 4 (WMU Strategic Plan)
Ensure a diverse, inclusive, and healthy community. Media Services creates media that promotes pride in the University to internal and external constituents. Media Services provides services and products that assist in removing barriers to recruitment, retention, and participation of diverse groups.

Present and Future Services

Instructional Media Delivery
The Office of Information Technology upgraded Mediasite in August 2012, and this platform now hosts video content that can be delivered on Windows, Macintosh, Android, and iOS platforms. Our learning management system, Desire2Learn (D2L), is now integrated with Mediasite. This infrastructure allows easy sharing of video content from Mediasite to D2L, combining Mediasite’s advanced catalog and file structure for more efficient management and control access to content. With this latest upgrade we are able to merge the systems used by Office of Information Technology(OIT) and Extended University Programs(EUP) for media storage onto one platform.

Instructional Media Tools for Faculty and Students
Instructional media tools allow faculty to create material to support active learning in the classroom. Faculty can record class content and have students view the content outside of the classroom. This frees up time in the classroom for active and applied learning. Many faculty and students desire the ability to record video and audio on their desktop and laptop computers. In response to this need, Media Services, in collaboration with the Educational Technology Committee, the Office of Faculty Development, and the Academic Information Technology Council, will
conduct a pilot of two desktop video recording services. The pilot will compare the two products for “best fit” at WMU. Users can collectively capture video and audio content on their computer screen (i.e., a power-point presentation, secondary audio, and record the presenter if the computer has a built-in web camera). A series of workshops will be designed to reflect the best in production practices, media design, and pedagogy.

**Interactive Media, Video Games and Animation**

Over the past several years the unit has greatly increased its capabilities in the area of producing digital media including games, animation, and interactive media. These capabilities allow the unit to create unique learning experiences and branded products. Continued support and growth in this area will benefit projects across the university. High-end offerings include 3-D modeling, animation, rendering and motion capture. This is one of the most experienced shops in the country at combining projections with live performers. Limited application development is also provided.

**Video Production**

Our focus continues to be on producing high quality video, involving both media design and creativity in supporting efforts by the University to instruct, inform, promote, recruit, and retain students. Services include video production, podcasting, streaming video, and interactive media production. Our services have changed to accommodate the needs of faculty, students, and staff. Technology advances have changed the needs and expectations of our clients and we have been responsive to those needs. We are supporting and promoting the use of active learning in the classroom with the Mediasite upgrade and instructional media tools pilot.

Video and audio production capabilities can be remote and/or studio-based, including live broadcasts. WMU maintains production studios in Dunbar Hall for video, 3-D modeling and motion capture productions.

Productions range from complex promotional, training, and instructional projects, to simple recordings of lectures, guest speakers, and other important University-related events. Script consulting and storyboard development can also be provided.

The post-production digital-editing systems are high quality. Compatible video formats include DV-CAM, mini-DV, BETA, S-VHS, mpeg4, flash, DVD and many other formats.

**Multimedia Productions**

Services, for faculty and departments, include video production, podcasting, streaming video, and interactive media production. Also, consulting services for media projects and grant proposals. Multimedia Production staff bring experience and education in a variety of communication and technological disciplines. They are capable of contributing to projects from concept to completion and have produced nationally award winning video and multimedia productions.
Streaming Services
Services include hosting streaming media, streaming of pre-recorded events, live event streaming, and development of content for classroom and online training. Western Michigan University provides iTunes U, MediaSite, and Quick Time Streaming servers to accommodate media needs. Consultation is also available for application of streaming technologies and equipment recommendations for streaming-related hardware and software, such as encoders, editing software, digital camcorders, and more.

EduCABLE
EduCABLE, the campus cable system serves all residential units and most of the classroom buildings. Three channels are assigned for instructional use. An electronic bulletin board channel displays messages regarding campus events. Student may also use it to promote their registered student organization’s upcoming events and functions.

Rates
Proposal Process
Proposals are developed after consultation with the client. Academic projects may be billed for any out-of-pocket expenses. Out-of-pocket expenses would include items such as DVD or tape media, rental equipment charges, talent fees, licensing fees, travel, etc. Any non-instructional projects will include any out of pocket expenses as well as hourly charges for staff and student employees. The client receives a written proposal which requires their approval before production begins.

Standard Rate
The rate structure has changed to more accurately reflect the cost of delivering services for non-instructional productions. The hourly rate for productions has increased from $10/hour to $45.00/hour for each full-time employee involved. The rate reflects cost recovery for staff salaries, fringe and equipment costs. Student employees are billed at $10/hr.

Examples of activities that would be charged the standard rate are:

Grants
Media Services collaborates with academic units applying for grants. We assist departments during the application process by providing videos, etc. as a part of the application process. Many grants include videos as part of the grant deliverables. We will provide production cost estimates upon request for grants. The Office of Information Technology requires a formal sign-off on all grant applications using OIT services.
Faculty Professional Activities
Faculty requests for media in support of conference presentations and research are billed at the standard rate.

Departmental Non-Instructional, Fundraising and Revenue Generating Activities
Departments frequently request media production to support promotional or revenue generation. Examples include productions for Miller Auditorium, Haworth College of Business (Keystone Speaker Series, Distinguished Speaker), Theatre (videos promoting upcoming events), and Dance (Dancing with the Stars). These productions are charged at the standard rate.

Rate Exemptions
Instructional
For academic departments and colleges, at no charge, we will provide up to 80 staff-hours per project of video production services, multimedia production services, facilities usage, and technical support for instructional productions. Instructional productions must be directly associated with content for a WMU course. We will also provide 80 hours of media services to support departmental performances in which students participate for a grade as part of their curriculum, such those staged by the Theatre and Dance Departments. Revenue generating performances, or performances which require advanced technical support may incur additional charges. The department or college will be responsible for any out-of-pocket expenses incurred to complete the production. The Office of Information Technology reserves the right to limit the amount of services to any one instructor or course.

Recruitment and Retention
For academic departments and colleges, at no charge, we will provide up to 80 staff-hours per project of video production services, multimedia production services, facilities usage, and technical support for projects which directly support recruitment or retention projects or activities. The department or college will be responsible for any out-of-pocket expenses incurred to complete the production. The Office of Information Technology reserves the right to limit the amount of services to any one department or college.
**All-University Service**
Events such as Commencement, the State of the University, and Academic Convocations are provided to the University at no charge. Any special All-University productions and services need to be cleared through the Provost Office.

**Advisory Board**
An advisory board will be formed to review practices and determine priorities for Media Services.

**Membership**
Membership will consist of 4 faculty members, a student from Western Student Association (WSA), a student from the Graduate Student Advisory Committee, Director of University Relations, Athletic Director, Director of Media Services and Chief Technology Officer.

**Process**
The Advisory Board will meet quarterly to provide input on policy and strategic decisions involving Media Services.

**Frequently Asked Questions:**
1. **How are the charges for my production determined:**
   a. Charges are determined by the number of staff/student hours required. For every hour of video that we shoot, it requires 4-12 hours of editing time depending on complexity.
   b. Out of pocket expenses include media costs, travel expenses, talent expenses, licensing fees, etc.
   c. Our rates are posted online for your convenience: [http://www.wmich.edu/it/services/charges.html#media](http://www.wmich.edu/it/services/charges.html#media)
   d. Typical charges for a production:
      i. 2 person production crew for 2 hours of media acquisition including setup and strike: $45.00/hr./employee X 4 hrs.= $180.00
      ii. 4 hours of video editing: 1 staff person x $45.00/hr x 4= $180.00
      iii. 1 DVD master and 1 DVD copy: 2 DVDs x $10/DVD= $20.00
      iv. Total Production Costs: $380.00
2. **What are the steps in making a video:**
   a. Contact Media Services at 269-387-5020
   b. We will have a number of questions for you including:
      i. Date of event, length of event, and location.
ii. Who is the intended audience?

iii. How will the video be delivered? Web? DVD?

c. If the event is more complex, we will schedule a meeting to develop a plan, including storyboard and scripts if required.

d. We will provide you with a proposal that describes what we will deliver to you, when, and what the charges will be for this video.

e. Once we have a plan, a videographer(s) is scheduled to acquire the required video content

f. Once the footage is acquired a video editor will edit the footage together based on the intended use, clients, delivery method. We may share footage of the video as it is edited for your approval.

b. Once editing is complete, the video is encoded in the appropriate format for the delivery method and delivered to the client electronically, on a USB key or on DVD media.

3. Do you keep all of the footage from my project, so I can ask for more videos in a year or two?
   a. We do not archive finished projects. If you are interested we recommend providing a USB hard drive and we will provide you with all of the files from the project.

4. Do you have video footage that I can use in my project?
   a. We have limited footage of the campus. It is best to shoot video once we know what we are trying to create. Much of the video footage of campus becomes obsolete when a new building begins construction.

5. I want to promote my department’s activities. Is there a charge for this?
   a. Yes there are charges for this service. Our standard rates apply.

6. I have video content for my class, is there a way for my student's to be able to view the videos before my class?
   a. Yes, there is. Call 269-387-5020 and request that we host your video.
   b. You will be able to link the video into the D2L Learning Management System for your student’s to view.

Version History

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<thead>
<tr>
<th>Date</th>
<th>Description of Change</th>
<th>Revised by:</th>
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<tbody>
<tr>
<td>January 11, 2013</td>
<td>Original Document</td>
<td>B. Morgan</td>
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<tr>
<td>June 19, 2014</td>
<td>Modified Rate Exemptions for instructional and retention/recruitment productions</td>
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