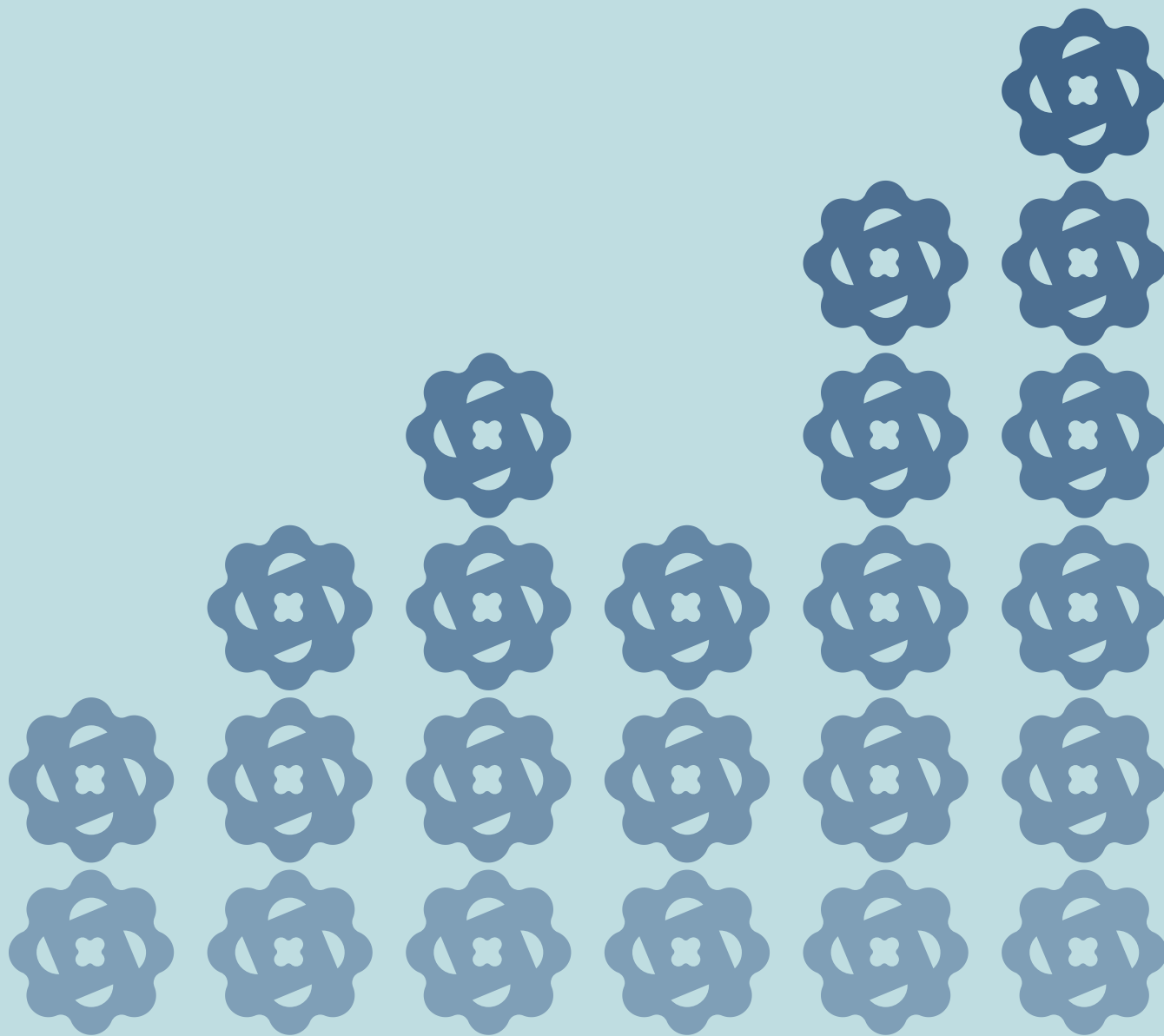

Multimedia Project Studio

Service Model



Over the course of the summer of 2010, we took a fresh look at the MPS Service Model. The goal was to ensure the MPS is meeting campus needs in the multimedia support space, and to make sure we have the communications, management, and assessment mechanisms in place to engage the campus community effectively in an ongoing fashion.



MULTIMEDIA PROJECT STUDIO

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Executive Summary

The Multimedia Project Studio (MPS) is a specialized lab which features high-end, industry standard integrated hardware and software that encourage imaginative creation and editing of graphics, Web pages, audio and video. The MPS lab is in service of the Office of Information Technology's (OIT) mission to provide the university community with access to the tools to support education and learning. There are currently two MPS labs on campus. One is located on West Campus in the Old Chemistry building, 016. The other is located on East Campus in the Lilly Library, 115.

.....
*To meet the full Project Team,
see Appendix A: Participants*

A project team (including representation from OIT, the Library, the Center for Instructional Technology and Student Affairs) was assembled and met over the course of Summer 2010 to take a fresh look at the MPS service model. The goal of the project was to ensure that the MPS is meeting campus needs in the multimedia support space. We also wanted to make sure we have the communications, management and assessment mechanisms in place to engage with the campus community effectively in an ongoing fashion.

The MPS service model project provided the framework for review of the following elements:

- Staffing
- Support
- Operational management
- Coordination with nearby service points (LINK, CIT lab, library reference desk, library IT, etc)
- Types of work that will be supported and related staff training

.....
*Suggestions not included in our
new Service Model are outlined
in the Implementation Plan*

The project team reached out to students, faculty and staff via email, phone and posters to invite discussion and feedback. We held two open forums, a student worker meeting and a library focus group to gather feedback. Overall, we found that the service is valuable to constituents across campus. We also identified areas for attention that we will address in this report.

The outcomes of this project will apply to MPS operations at all locations, with implementation to begin in time for the Fall 2010 semester and then to continue in an ongoing fashion. The core team and project commitment was only for the summer; the intent was to operationalize the project findings through routine management, assessment and advisory structures.

Findings

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Based on these findings, we have created a Communication Plan, Staffing Plan and Assessment Plan which addresses these issues. Solutions to these findings appear throughout the report. A schedule for their adoption can be found in the Implementation Plan.

Through the various outreach mechanisms that were conducted over the summer, the group discovered a few recurring themes that will be addressed throughout the report.

Staffing Visibility

One of the major concerns coming out of our Open Forums and from anecdotal information was the visibility of the student workers. There was a consensus among many patrons, especially librarians, that there was a difficulty in identifying the student workers on staff. Librarians in Lilly would also like to see the staffed hours expanded, potentially to 24 hours a day. The library is open during this time and many students visit the library after MPS staffed hours and are unable to find consultation.

Communication

A lot of the comments we received revolved around improving communication to our current and future patrons. The overall impression of the service the MPS provides was positive, assuming the patron knew where to go, when to go, and that if they went, a staffer would be available to help them. It is not always easy identifying when the lab is in a self-service mode upon entry to the lab. Due to the lack of communication around the status of the lab, it creates frustration with lab users and library staff.

Visibility of labs

Unless you have taken a class or have a need, most members of the campus community do not know about the MPS labs. The lab on West Campus is also particularly difficult to find, given its obscure location in the basement of Old Chem.

MPS labs work well when staffed

We heard consistently from many users that when the MPS labs are staffed, they work very well. Patrons report having good & helpful interactions with student workers.

Collaboration

There is a need to collaborate with other stakeholders across campus, in particular, the library and other multimedia lab managers to ensure the use of similar hardware and software in the labs. Because the East MPS lab is located in Lilly, it is particularly important to communicate on a regular basis with library staff. Duke students are often working on projects between several labs on campus so regular collaboration with other multimedia partners (Arts Warehouse, Center for Doc Studies, etc.) is crucial.

Overall Recommendations

.....
*Details of all of the
Recommendations included
here appear throughout the rest
of this report.*

The project team has the following recommendations for MPS Lab operations, based on findings over the summer:

- Create a series of Guiding Principles.
- Create a Steering Committee to meet at least once per semester (will include representation from OIT, Library, Student Affairs and CIT) to assess whether or not we are meeting our various goals and introduce new recommendations.
- Expand our methods of collecting information about our patrons and the kinds of services they are requesting at the labs to better keep up with their needs.
- Create new communication vehicles including mpsannounce listserv, Open Forums and Lilly Library staff meetings. Create a schedule for how and when to use these various vehicles.
- Communication Budget – submit a proposal for regular communication budget including poster campaigns, digital/analog signage, advertising, etc.
- Develop a Coverage Plan for the lab, including contingencies for unstaffed times. Lab supervisor will spend more time on-site during high traffic times and will cover shifts during specific time periods when there are last-minute lapses in coverage. We are targeting a 95% staffing rate for advertised lab hours.
- Create Visibility Guidelines for the student employees to follow in order to make them more easily recognizable on their shifts.
- Continue to develop our internal staffing calendar system to introduce more levels of accountability for student workers and auditing in making it both easier for students to be at their shifts and swap them when necessary. The calendar will also allow us to keep track of items that relate to metrics in a central repository.

The MPS team is committed to ongoing and continued efforts to find ways that will improve service in the labs. Some items currently under consideration include extending staffed hours, providing some level of training at MPS, cross training for Lilly staff, expansion of collaborative efforts between MPS and Lilly staffers and feedback from the campus community on a regular basis.

The Guiding Principles of the MPS

.....
With regard to service- and process-related changes, these Guiding Principles drive all aspects of our decision-making process. These Principles will also guide semesterly reviews as outlined in our Assessment Plan

The MPS is a specialized lab which features high-end, integrated hardware and software that encourage imaginative creation and editing of graphics, Web pages, audio and video. The MPS lab is in service of OIT's mission to provide the university community with access to the tools to support education and learning. Our Guiding Principles are as follows:

- 1. The MPS will provide excellent customer service through consistent communication with its users, monitoring of their needs and methods, and timely and flexible response.*
- 2. The MPS will serve as a model system for providing and promoting multimedia tools and services in support of scholarship in higher ed.*
- 3. The MPS will provide the most up-to-date industry standard multimedia consultation and tools.*
- 4. The MPS is an open community resource for all.*
- 5. The MPS works collaboratively with campus partners to assure users have access to the appropriate resources for teaching and learning.*
- 6. The MPS uses peer training as its primary way of helping users.*
- 7. The MPS values feedback from its patrons and will seek that feedback on a regular basis.*
- 8. The MPS is an efficient steward of University resources.*

Communication Plan

Communication Objectives

The MPS is a specialized lab which features high-end, integrated hardware and software. Being a specialized lab with various points of entry as well as various clients with different levels of expertise, we must assure open and timely communication for the university community. We will strive to provide effective and appropriate information to the people who need it, when they need it.

Communication Vehicles

The MPS listserv has been our most effective means of communication to date. We average around 5-10 emails a day ranging from internal communications to troubleshooting lab issues.

Email Listserv - mpslab@duke.edu

- Currently in Use
- Uses
 - Internal communication from managers, directors, etc. to student workers.
 - Communication from patrons, lab users, or consultants on technical or creative questions. Answered by other consultants or FTEs.
 - Questions from community that are sent directly to consultant or FTE should be copied to mpslab when replying, so the full staff group is aware of the issue/question/etc.
- Who - MPS student staff, Michael Faber, Erin Nettifee, Steve Toback, Matt Gates, Christine Vucinich, Samantha Earp

MPS announce list:

- Proposed new vehicle
- Uses - For critical and important information to be delivered to relevant stakeholders.
- Who - mpslab@duke.edu, relevant staff from: library, service desk, Arts Warehouse, Doc Studies, other IT groups on campus (Pratt, Student Affairs, Trinity, etc.)

Student Employee Meetings:

- Currently in use
- Uses - mainly for internal communication within the OIT student employee program. Communication of policy changes, upgrades, and useful information or tutorials
- Who - Michael Faber, Erin Nettifee and relevant FTEs.

.....
Shiftr is our in-house scheduling application. It was built by members of OIT specifically for the purposes of creating a more catered system of staff management.

Shiftr:

- Currently in use, however new applications proposed
- Uses
 - Shiftr's public view is currently used to display a live feed of the back-end of our calendar and scheduling system. This gives the most up-to-date data on shift dropping and swapping as well as data about the staffer in the lab.
 - Proposed - integrating the shiftr database into other applications including the MPS blog, the OIT site, and various forms of digital signage.
 - Assuming we have a clock-in mechanism in place, we can have Shiftr notify the student and managers at a certain interval (15 min) after not clocking in, and any relevant other staff members - Library, Service Desk (mpsannounce?) - after a certain interval (30 min).
- Who - Backend is internal to OIT staff, but public-facing front-end is used to communicate with anyone in the Duke community

Colleague Meetings

- Currently in use
- Uses - Staying in contact with colleagues across campus, especially in the multimedia realm. Meetings are for various purposes and with various groups to be sure we are on the same upgrade path, share knowledge and expertise, and cross promote offerings.
- Who - Various, including DDI committees, Multimedia Lab Sync (Michael Faber, Matt Gates, Allen Creech, Michael Crispin).

Websites:

- MPS Blog
- OIT Website
- DDI Website
- Link Website
- Library Website

MPS Quarterly/Semesterly Newsletter:

- Proposed new vehicle
- Uses - An opt-in, curated, quarterly newsletter derived from original and re-purposed blog content. Could also include patron work, staff profiles, etc.
- Who - Any member of the Duke community who wishes to stay involved with the MPS. We could also include people who have signed up for training / other offerings to incorporate into the mailing list.

Communication Grid

	mpslab listserv	mpsannounce listserv	MPS blog - The Spark	OIT site	Shiftr Public View	Semesterly Newsletter
CRITICAL	×	×	×	×	×	
IMPORTANT	×		×	×		×
Promotional			×	×	×	×
Informational	×		×			×*
Assessment	×		×			
Unplanned Lapses	×	×*			×	

Audience	<ul style="list-style-type: none"> • MPS staff • New MPS Customers • Returning MPS Customers 	<ul style="list-style-type: none"> • MPS staff • Library staff • Service Desk • Other IT colleagues 	<ul style="list-style-type: none"> • New MPS Customers • MPS Patrons (in lab) • General Duke Community 	<ul style="list-style-type: none"> • New MPS Customers • General Duke Community 	<ul style="list-style-type: none"> • New/Returning Patrons • Library staff • OIT Staff 	<ul style="list-style-type: none"> • Returning Customers • Training attendees • Interested members of Duke Community
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*if necessary

Types of Communication

.....
Most communication will fit nicely into one of these categories. They will determine the appropriate vehicle for that type of communication.

CRITICAL: Such as outages, planned lapses in service, closes and data deletion. We will provide 2 weeks notice for planned service down or data deletion.

IMPORTANT: Such as major software/hardware upgrades, general lab information, new policy changes, new toys, etc.

Promotional: Letting appropriate people know where the lab is, how to find it, what we offer, when we're open / staffed.

Informational: Such as tutorials, how-tos, using various equipment.

Assessment: Getting feedback from various constituencies, including student employees, patrons, and colleagues.

Unplanned lapses in services: Such as student not showing up to shift.

Communication Grid, continued

	paper / e-flyers	Student Meetings	Digital Signage†	Word of Mouth / Anecdotal	Email directly to patrons/surveys
CRITICAL	×	×*	×		×
IMPORTANT		×			
Promotional	×		×	×	
Informational	×			×	
Assessment				×	×
Unplanned Lapses			×		

Audience					
	<ul style="list-style-type: none"> • New Customers • Returning Customers 	<ul style="list-style-type: none"> • Student Employees 	<ul style="list-style-type: none"> • New MPS Customers • MPS Patrons (in lab) • General Duke Community 	<ul style="list-style-type: none"> • New MPS Customers • General Duke Community 	<ul style="list-style-type: none"> • Returning Patrons • IT Colleagues • Library Staff

*if necessary

†proposed

Types of Communication

.....
Most communication will fit nicely into one of these categories. They will determine the appropriate vehicle for that type of communication.

CRITICAL: Such as outages, planned lapses in service, closes and data deletion. We will provide 2 weeks notice for planned service down or data deletion.

IMPORTANT: Such as major software/hardware upgrades, general lab information, new policy changes, new toys, etc.

Promotional: Letting appropriate people know where the lab is, how to find it, what we offer, when we're open / staffed.

Informational: Such as tutorials, how-tos, using various equipment.

Assessment: Getting feedback from various constituencies, including student employees, patrons, and colleagues.

Unplanned lapses in services: Such as student not showing up to shift.

MPS Communication Schedule for Academic Year

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This schedule may be augmented at various points of the year if additional communication is necessary.

August (before fall semester begins)

- Write/Revise Official MPS Statement (to be used in communications throughout year).
- Update MPS / OIT website. Confirm/update hardware and software lists with any upgrades.
- Collect Staff Profile information from MPS consultants.

September

- Send Official MPS Statement to all appropriate listservs with any changes/updates for that year.
- Email to Arts Warehouse / Center for Documentary Studies asking if they would like Michael or other representative to visit class to give info about MPS / distribute flyers.
- Post Official MPS Statement and welcome statement to MPS blog.
- Ask CIT to post Statement to their blog.
- Participate in Lilly Open House.
- Update staff profile information in Shiftr/blog/OIT site.

October

- Participate in Lilly Staff Meeting.
- Solicit students for Projects to showcase. Include in blog.
- Prepare assessment survey to be sent to lab patrons.
- Touch base with MPS Steering Committee to set date for Semesterly Meeting.
- Set date for Semesterly Open Forum.

November

- Hold Open Forum for public comment.
- Begin preparing Semester Report – including results of data collected via Shiftr, labstats, mpstracker, and login form. Begin soliciting anecdotal information as well.
- Distribute and evaluate Assessment Survey for inclusion in Semester Report.
- Follow up any survey leads with direct interviews for further exploration.
- Hold MPS Steering committee Meeting, present draft of Semester Report. Provide answers to all questions in Assessment Plan.

December

- Finalize Semester Report. Get signoff from managers. Publish to MPS blog.
- Write & Distribute Semesterly Newsletter including Semester Report, any other stories to be included.

January

- Send Official MPS Statement to all appropriate listservs with any changes/updates for that year.
- Email to Arts Warehouse / Center for Documentary Studies asking if they would like Michael or other representative to visit class to give info about MPS / distribute flyers.
- Post Official MPS Statement and welcome statement to MPS blog.
- Update staff profile information in Shiftr/blog/OIT site if necessary.

February

- Attend a Lilly Staff Meeting.
- Prepare assessment survey to be sent to lab patrons.

March

- Begin preparing Semester Report – including results of data collected via Shiftr, labstats, mpstracker, and login form. Begin soliciting anecdotal information as well.
- Distribute and evaluate Assessment Survey for inclusion in Semester Report.
- Follow up any survey leads with direct interviews for further exploration.
- Touch base with MPS Steering Committee to set date for Semesterly Meeting.
- Set date for MPS Open Forum.

April

- Hold Open Forum for public comment.
- Hold MPS Steering committee Meeting, present draft of Semester Report. Provide answers to all questions in Assessment Plan. Present any changes, updates, modifications to Service Model for further review.
- Finalize Semester Report. Get signoff from managers. Publish to MPS blog.
- Write & Distribute Semesterly Newsletter including Semester Report, any other stories to be included.

Summer (May – August)

- Investigate any proposed updates to Service Model, with input from MPS Steering Committee. If necessary, alter Service Model and make plans for implementation.

Staffing Plan

Introduction - Current MPS Staffing Model

Both East and West campus labs are staffed Sunday through Thursday, noon to midnight and Friday, noon to 6pm by one student employee in each lab (ie. two students on at each time, one on East, one on West). The MPS is available to any member of the Duke community 24/7 on West and whenever Lilly Library is open on East as a self-service lab. Our service model entails a 95% coverage rate for advertised lab hours.

.....
Our coverage rate will be consistently monitored through Shiftr throughout the semester.

Additional informal support is provided by email via customer messages to mpslab@duke.edu, which is a general email address that all MPS staff are subscribed to, along with select full-time staff members. Inquiries to the list are handled when staff are on duty and we will respond within the next business day.

Expanding the in-person staffing model is constrained by budget considerations as well as a (relatively) small recruiting pool given the current training structure. We have also not been able to fill our student supervisor positions in the MPS lab. One of the goals that the MPS management have for the fall is to change the hiring process for those positions and look to hire someone to be in a spring / fall rotation (rather than fall/spring), as we believe that will be more sustainable in the long term.

Observation Questions for Fall 2010

- Do we need more staff on certain days/times of the week/periods during the semester?
- How do changes in our outreach effect our need for staff and/or equipment?
- How do we respond to questions when staff are not present (both planned and unplanned)? Is this adequate to meet community needs? Does the community have the expectations we want them to have about service during staffed and unstaffed hours?
- Are we meeting our goals for staffed hours and attendance (ie. meeting goals for hours staff are in the lab versus hours not staffed)?

Overall OIT Student Employee Program: Management Philosophy and Employee Expectations

The students who work in the MPS are part of an overall program that encompasses student employees who work in many different service areas for OIT. This includes students who provide technology support at the Link in Perkins Library and at Lilly Library on East campus; students who maintain campus printers at nights and on weekends; students who teach training courses on technology topics for OIT Training; and students who provide technology support to sites in the community with the Duke/Durham Neighborhood Partnership. MPS students frequently split time

between different departments, benefiting MPS customers by developing staff with familiarity in many different areas of OIT.

Our program is managed in a collaborative process. MPS students are co-managed by the Coordinator of Academic Support, who provides overall leadership and direction for OIT student employees, and the Multimedia Lab Coordinator, who provides operational leadership for the MPS lab and staff and serves as the subject matter expert and identifies training related to support the multimedia lab. Input into this process is also provided by other members who help with operational student management, including the OIT Training Coordinator and the Link Service Desk manager.

We are intentionally and deliberately collaborative in managing students who work in the MPS. We are guided by the principle that our decisions and program practices should be providing students professional preparation for their first job after they graduate from Duke. Decisions about student training & development are made by the full-time staff who participate in operational student management. Decisions involving employee performance management are made jointly by the Coordinator of Academic Support and the Multimedia Lab Coordinator.

We employ a performance management process when student employees need to improve their performance on the job. This means that we operate from the basic assumption that, with appropriate coaching and positive reinforcement, student employees should be given the opportunity for improvement rather than immediately terminating employment. While there will always be situations where immediate termination is warranted, in general we strive to provide coaching and written documentation so that students understand the expectations of the job and the consequences if those expectations are not met.

Because of MPS East's physical location within Lilly Library, OIT regularly collaborates with library staffers as well on improving service and management of the labs. OIT also engages regularly with stakeholders that work with multimedia across campus due to the widespread use of multimedia.

Coverage Plan

We work hard to develop a culture of assistance and respect amongst our staff members. This is important not only for professional relationships, but also to engender a system of support when it comes to keeping the lab covered in cases where students cannot make their shifts. By encouraging regular interaction and collaboration among our group, we hope that people will trust and want to support each other, understand the importance of their role within the team, and pick up the shifts of their peers in anticipation of maybe needing that support themselves some day. We feel that this culture of support is the most important aspect to keeping the lab staffed as much as possible.

We also have several mechanisms built into Shiftr, our calendar system, that encourage students to help cover their colleagues' shifts.

- **Net Hours Count** - Shiftr keeps track of the net number of hours you have dropped or picked up and gives visual reminders (green dot vs. red dot) of this total on each screen.
- **Email system** - Shiftr automatically sends out emails at various times to encourage students to pick up dropped shifts. One email is sent when a shift is dropped, alerting the group that a shift has become available. It also sends out a reminder to the group 24 hours prior to the shift to give students another chance to pick it up if it hasn't already been grabbed. Finally, an email is sent to administrators 4 hours prior to the shift or by 5 on Friday (for a weekend shift) if it still has not been picked up.

Backup shift coverage

- Assigned student is primarily responsible for finding replacement for their shift.
- If the student is unable to find a replacement for their shift, it is the responsibility of the Multimedia Lab Coordinator to find appropriate staffing for the shift.
- If the Multimedia Lab Coordinator cannot find a qualified MPS trained student worker, they may collaborate with the Coordinator of Academic Support to place a willing student into the lab that can provide basic computer support and information on when the lab will be staffed with specialized multimedia support.
- If the Multimedia Lab Coordinator cannot find a qualified MPS student or other student worker, they will cover the shift themselves (during regular business hours and during the final two weeks of the semester).

Role of an MPS Consultant

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The official job description for an MPS Consultant can be found in Appendix B.

MPS Consultants are the frontline support person for the patrons of the MPS. Consultants may be juggling any of several roles (and possibly doing all at the same time), including consulting a patron on a video project, describing to another how to burn a DVD, while assisting another with scanning, while yet another has a creative vision for a project but little experience with carrying it out. However, consultants are not the sole resource available to patrons and consultants are not required to train users from start to finish in an application or carry out a project for a patron. We have books, manuals, tutorials, a blog, and other materials available for patron use. Lynda.com is also available for self-directed tutorials. We encourage users to experiment within applications with the support of a consultant with the goal of going on to become mostly self-sufficient in working on their projects.

Consultants will be asked to complete other duties from time to time that may include:

- Developing documentation for a task or application for publishing in the MPS blog
- Conducting a small training session, demo, or other presentation
- Periodic maintenance or quick fixes on the software or hardware
- Other duties as assigned

Responsibilities of an MPS Consultant

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The full responsibilities and implications of the Service Model for student employees are outlined in the MPS Handbook (separate document).

- **mplslab listserv** - All MPS staff members are automatically subscribed to our listserv: mplslab@duke.edu. Consultants are expected to monitor the list closely, respond to queries from patrons (as they are able), and reply to requests for information or assistance as communicated by the MPS manager or other full-time staff. We strive to answer all questions from patrons thoroughly and timely.
- **Schedule, Tardiness, Absences** - At the beginning of each semester, all MPS employees submit their availability and desired number of work hours (min. 6 hrs/week) and a schedule is generated using those preferences. Consultants are expected to arrive at their scheduled shifts a few minutes before their shift begins to have time to be briefed by the previous staff member on the status of the lab and everyone using it. Routine tardiness cannot be accepted as patrons pay a great deal of attention to the lab hours and other consultants need to be able to leave on time. While we are very conscious that absences can be unavoidable at times, it is incumbent on the staff members to follow all of the steps outlined in our absentee policy in the event of a planned absence from their shift. Our scheduling system, Shifttr, allows students to drop their shifts (with an appropriate amount of leeway) in time for other students to be able to pick them up. The public view calendar will always reflect the most up-to-date information regarding staffed shifts.

A pattern of giving up shifts for any reason is a cause for concern and can result in written warnings, a change in a consultant's schedule, or, if it continues, termination of employment.

- **Clocking In** - Students must clock in to their shifts via Shiftr. Clocking in becomes 'available' in Shiftr from one hour before the start of a shift to the end of a shift, however an appropriate clock in happens between 15 minutes prior and 5 minutes post the start of a shift. This is reflected visually in Shiftr.
- **Encounter Tracking** - MPS Staff members are to record every encounter with customers during their shift in the MPS Tracker.
- **Customer Service and Visibility** - Consultants are expected to maintain high levels of customer service while staffing the lab. Consultants are expected to greet any patron who enters the lab to find out their needs and assist them as necessary. Consultants are also to abide by any visibility guidelines, including following the staff dress code and wearing their identifying lanyards while on their shift so patrons can easily identify them. Other visibility guidelines will be implemented, including greeting Lilly staff members, sitting in a designated station, and posting signage to indicate staffing situation.
- **Contributions to OIT** - Consultants are expected to continually work to improve their customer service and technical skill set. Students are expected to attend regular staff meetings (both with the overall program and specific to the MPS) and use downtime while on shift to develop their artistic and technical skills, using tools like Lynda.com, personal projects, and asking and answering questions from fellow employees.

Student Training

As part of the preparation for the responsibilities of being an MPS Consultant, all student employees are required to go through training each year at the start of the semester. The overall program may change from year to year, however, the main topics below are always included:

- **Policy** - This section includes going over all of the student employee policies, including:
 - **Scheduling** - how we create the schedule, how to use our internal scheduling application
 - **Absentee and Shift Dropping** - when and how to do this appropriately
 - **Timecards** - How to get paid
 - **MPS Specific policies** - In addition to the global policies governing the entire student employee program, there are several MPS-specific policies surrounding our equipment, facilities and procedures.
- **Customer Service** - Proper customer service techniques, demonstrations, role playing games, etc.

- **Duke Digital Initiative Certification** - Includes overview of program for upcoming year, loan policies for equipment rented from the Link, overview of cameras and how to operate, hands-on activity with the cameras and learning how to import and do very simple editing in iMovie.
- **General Mac / Windows Troubleshooting** (for students participating in back-to-school support week)
- **MPS Software and Hardware Tutorials**
 - iMovie & Final Cut Pro - including how to use all MPS peripherals like DV decks, MPS Pro equipment, Soundbooth
 - Photoshop & Illustrator
 - Dreamweaver, DukeStream, Web Conferencing Tools
 - MPS Systems - how the computers are set up, proper places to save work, how we do upgrades, etc.

Assessment Plan

Assessing the MPS Service Model: Questions

When looking at assessment for the MPS - are we meeting our goals and are we supporting the goals of the university - there are several questions that guide us in our assessment path, that can be broadly categorized in two ways.

.....
The numbering of each question is referenced in the Assessment Outline on the following page. Most questions can be directly used to evaluate our commitment to the Guiding Principles. These are marked as GP # where the # corresponds to the Guiding Principles shown on page 7.

The first questions focus on customer service:

- 1A. Did customers in the MPS lab have a good customer service experience?
GP 1
- 1B. Are they getting what they wanted and needed when they come to visit us and use our lab?
GP 1, 3
- 1C. What kinds of questions are customers asking? Are those questions being answered, and how?
GP 1, 7
- 1D. Do we have the right tools (software and hardware) to support their needs?
GP 1, 3, 5, 8
- 1E. Were our services offered when customers needed them? Do our staffing hours correspond to customer need?
GP 1, 4
- 1F. How effective is our customer outreach?
GP 1, 4

Our second set of questions focuses on the experience of our staff:

- 2A. Are our student workers having a good experience as MPS employees?
GP 6
- 2B. How are our staff learning and picking up new skills?
GP 2
- 2C. What is our staff retention rate?
- 2D. Are we meeting our goals for shift coverage and attendance?
GP 1

Other Questions:

- 3A. What are the experiences of our colleagues and partners?
GP 5

Assessment Outline

Assessment Tool	Proposed Timing	Description/Assessment Method	Questions Addressed	Implemented
Direct Customer Survey	Mid-semester and end of academic semesters. Also, possibly random sampling during the year.	Utilize login info gathered from browser to contact users directly. Could be done at beginning and/or end of login session. "Would you mind answering 3 questions at the end of your session?" Suggested questions: 1) Were you able to complete your goals at this lab visit? 2) Did you run into any problems with MPS equipment or service? 3) If there was a student consultant present, please rate your customer service experience.	1a - 1e	Fall 2010 semester
Feedback from staff	Ongoing during academic year and summer.	Gather informal feedback at meetings and formal feedback through end-of-semester evaluations.	1c, 1d, 2a, 2b	Yes
Ticket System to record information about customer interactions	Ongoing.	Students to use ViewsFlash to record customer information after each encounter in the lab. Form is at http://swat.oit.duke.edu/mpstracker	1a – 1e	Fall 2010 semester
Extended User Interviews	Fall and spring semester at various points.	Ask as part of direct customer survey: "Would you be willing to talk to us more about your project?" Staff talk to customers to get examples of projects that have been created in the MPS.	1a – 1f	Fall 2010 semester
Staff reporting	End of each semester	Review staff departures to assess need for hiring. Track the reasons staff are leaving (exit interviews if appropriate). Review logs in Shiftr to see if we are meeting our goals for shift coverage and attendance. Report information back to management and community as appropriate.	2a – 2d	Fall 2010 semester
Regular Open Forums	Once per semester	Continue to hold Open Forums similar to those held during summer 2010 to continue to get anecdotal feedback about all aspects of the lab and our services.	1a – 1e, 3a	Fall 2010 semester
MPS Steering Committee	Fall 2010 semester – one in October and one in December. Then one month prior to end of fall and spring semesters	Create a small steering committee with similar makeup to Service Model Project committee members to regularly look at questions above and make recommendations for future updates/changes.	all	Fall 2010 semester

Implementation Plan

Ready for Fall Semester 2010

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Semesterly Reports will be generated to monitor the progress and success of these improvements.

- Guiding Principles - Begin circulating via blog, OIT site, colleagues and posters
- Communication Plan
 - All current vehicles of communication continued - mpslab listserv, Shiftr, Employee Meetings, Colleague Meetings, various websites
 - New Communication vehicle - mpsannounce listserv, Open Forums, Lilly Library staff meetings
 - Communication Grid schema
 - Communication schedule
- Staffing Plan
 - Continue existing plan as outlined in the introduction
 - Coverage Plan - implement new Shiftr functionalities
 - Role and Responsibilities of MPS Staffers
 - Continue existing responsibilities
 - Implement new Shiftr functionality for dropping/swapping shifts and clocking in.
 - New visibility Guidelines - lanyard, signage, greeting Lilly staff, sitting in appropriate location, etc.
 - ▶ Training - implement new training program for MPS-specific training to include MPS policy and software / hardware training modules
 - ▶ Lilly Staffers (non-MPS'ers) will be repositioned to MPS East for more direct collaboration, potential coverage in cases where MPS'er is not available, check in with Lilly staff on arrival and departure.
 - ▶ More aggressive approach to reduction of Staff absences through monitoring, Shiftr, and culture of support.
- Assessment Plan
 - Staff feedback
 - Tracking System
- Other - Michael and Diane to coordinate Library orientation of MPS space

For AY 2010-2011

- Communication Plan
 - MPS Quarterly / Semesterly Newsletter
 - Finalize and submit proposal for regular communication budget - including poster campaigns, digital/analog signage, advertising, etc.
- Staffing Plan
 - Addressing Questions posed in Staffing plan for Fall 2010
 - Manager to spend more time on-site.
 - Staff Supervisor cover shifts in last-minute cases.
- Assessment Plan
 - Direct Customer Survey
 - Extended User Interviews
 - Staff Reporting
 - Regular Open Forums
 - MPS Steering Committee

Other Ideas Gathered at Open Forums

(no current plans for implementation, but may discuss at a later time)

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We heard a lot of great ideas, but we can't put them all into practice right away. Since we didn't want to forget them, they are included here and will be revisited during future meetings of the MPS Steering Committee.

- Communication / Promotion
 - Move MPS west to a new, larger, more visible, and airier location
 - Open Houses at the beginning of semester
 - Faculty Orientation sessions
- Staffing
 - Extend staffed hours
 - Include scheduled tutorials and training within the MPS
 - Hire additional full/part-time (non-student) supervisor to have more hands-on management of staffers
 - Ensure 100% staffed hours
 - Using Adobe Connect to webconference between labs (possible pilot in fall)
 - Crossover training for Lilly Staffers (non-MPS'ers) who can step in and help (or at least refer)
 - Expansion of collaborative opportunities between MPS and Lilly staffers.

Appendix A: Participants

Core Project Team

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This list of participants includes only the members of the Core Project Team. In addition to the core group, we had various contributions from the Duke Community through our Open Forums. Those participants are listed below.

Project Sponsor: Samantha Earp, *Director of Academic Services, OIT*

Project Manager: Stephanie Dott, *Academic Services, OIT*

MPS Service Owner: Stephen Toback, *Academic Services, OIT*

MPS Manager: Michael Faber, *Academic Services, OIT*

Erin Nettifee, *Coordinator of Academic Computing, Student Technology Manager, OIT*

Diane Harvey, *Head of Instruction, Library*

Valerie Schwartz, *Marketing Specialist, Student Affairs*

Lee Sorensen, *Arts Bibliographer, Reference Librarian, Lilly Library*

Amy Hendrix, *Language Lab Coordinator, CIT*

Open Forum Participants

Andy Keck (Divinity), Aaron Thornburn (Cultural Anthropology), Bruce Westbrook (community), Laura Atkinson (CIT), Meghan Kennedy (CIT), Linda Daniel (Perkins), Greta Boers (Lilly), Dave Munden (Lilly), Danette Pachtner (Lilly), Matthew Gates (OIT), Christine Vucinich (OIT), and many others.

Appendix B: MPS Consultant Job Description

Position Summary

The Multimedia Project Studio (MPS) is a student-staffed high-end multimedia production facility with branches located in 016 Old Chemistry Building and Lilly Library. The MPS features a high-end suite of hardware and software components designed to work in concert, thus freeing users to be limited only by their imaginations when working on projects such as web design, graphics creation, and manipulation, and audio and video editing. Not simply a computer lab, the MPS is an idea incubator: a studio space for the development of ideas and concepts as well as tangible outcomes. Using the tools provided in the facility, students are empowered to take their project from the beginning conceptual stage through to fruition, pushing their creative abilities to the next level. They will be encouraged to think about their creative and logistical process while working towards achieving their project's outcome. The role of the Multimedia Project Consultant is to further these goals of the MPS, while continuing to expand his or her skills within the facility. The Multimedia Project Consultant is the primary conduit between patrons and the vision of the MPS. MPS consultants are part of a larger group of student employees providing front-line support for different areas within the Office of Information Technology.

Duties and Work Performed

- Greet and offer assistance to every patron upon entering the lab.
- Assist patrons of the Multimedia Project Studio in conceptualizing and creating their projects, encompassing evaluation and choice of tools to final product stage.
- Develop and deliver short, focused training session in the MPS on particular software packages or demonstrations on specific topics, occasionally in conjunction with the OIT Training Program.
- Create tutorial handouts, MPS documentation, and similar materials on request.
- Maintain facility equipments, peripherals, and environment.
- Use MPS facilities to enhance their own skillset and create showcase and example projects.
- Able and willing to work on other projects as the need arises and as assigned.

Experience and Skills

- Excellent customer service skills
- Expert level on at least one type of multimedia production software (e.g. graphic design, web design, video editing, audio production, etc.).
- Strong familiarity with the Macintosh platform; specifically with Max OS X.
- Ability to assimilate new technology skills with ease and efficiency
- Excellent communication skills, both written and oral, and ability to develop and deliver presentations and short training sessions.
- Innovative and dynamic personality, willingness to actively contribute to the vision of the MPS.

Incentives

- Starting wage is \$9 an hour, with opportunities for increases the longer you stay in the program.
- OIT offers multiple opportunities for paid training and skill development for student employees.