



# Educational Communications

Annual Report 2024-2025

*Expanding  
Accessibility,  
Supporting Visibility,  
and Fostering Growth:*

*A Year in Review of  
the EdCOMM Team at  
OHSU*



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# Welcome

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## *Expanding Accessibility, Supporting Visibility, and Fostering Growth: A Year in Review of the EdCOMM Team at OHSU*

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Reflecting on the 2024-25 academic year, the EdCOMM teams have been busy building new capacities and improving their services. It has also come with transitions that will impact and transform the work that we do in the coming years. Each member has leaned into uncertainty and has brought forth a growth mindset as we encountered new and different challenges within and out of our sphere of influence. Although often sitting in the wings of OHSU events and activities, the impact of the work that EdCOMM contributes is felt far beyond the hours spent in service of those we serve. I am continually impressed and encouraged by the joy of service and dedication of the EdCOMM teams. It is with this dedication that we present EdCOMM's Annual Report.



**Cheryl C. Miller, EdD, MA**

*Assistant Vice Provost*

*Educational Technology and Innovation*

# Educational Communications Overview

*The Educational Communications team at OHSU has consistently delivered impactful and timely AV support and creative work that has not only enriched educational experiences but also fostered a profound, lasting impact on our community.*

**- Dr. Constance Tucker, Vice Provost, Educational Improvement and Innovation**

The Educational Communications (EdCOMM) department collaborates and supports a broad range of departments and missions across all missions within OHSU. EdCOMM is built of three teams: the Audio Visual (AV) Team, which provides technical support, services, and assistance; the Creative Photo and Creative Video Teams, which provide high-quality digital content and physical media services. While educational technology is at the heart of EdCOMM's work, the team's capabilities and contributions span a much wider range of services and solutions. Detailed in this report are a selection of accomplishments that illustrate EdCOMM's reach in support of OHSU achieving broader goals.

## What We Do

Though anchored within the Education Mission, EdCOMM's impact resonates throughout OHSU. The teams play a vital role in maintaining operational excellence in conference and classrooms, overseeing essential services such as livestreaming and captioning in board meetings, providing recruitment videos and photos, and sophisticated coordination of academic, research, and event spaces. Examples below and throughout this report illustrate how EdCOMM's critical functions help ensure OHSU remains accessible, reliable, and connected.

### Keeping OHSU Accessible

- Installing, training, and supporting use of assisted listening devices
- Providing live and closed captioning, assistive listening, and ASL interpreters for small and large format conferences, meetings, town halls and other presentations, whether in-person, hybrid or fully virtual
- Providing closed captioning to students with ADA accommodations, meeting legal standards

### Keeping OHSU Reliable

- Space management and scheduling of over 300 classrooms, conference rooms, lecture halls, and public use spaces across Marquam Hill, South Waterfront, West Campus, and Crossings Campus, and some spaces on our Southern Oregon campuses
- Contributing to thoughtful, sustainable, and consistent technology designs for new rooms and upgrades to improve user experience

- Supporting common-use room technology across campus, troubleshooting, repairing, and performing regular maintenance

## Keeping OHSU Connected

- Providing event and classroom recordings
- Facilitating and monitoring interactive video conferencing, including live streaming and public access.
- Creating, printing, and framing high-quality photo projects
- Recording, editing, and producing high-quality video content

## Strategic Contributions to OHSU's Missions

EdCOMM prioritized two high-impact goals of increasing utilization of shared spaces as well as upgrading the available technology within them in FY25. Alongside these internal initiatives, EdCOMM contributed to OHSU's 30-30-30 outcomes, provided academic support, and partnered across units to increase accessibility, transparency, and collaboration.

### Increasing Space Utilization

EdCOMM's continued usage and management of the 25Live platform allows users across campuses to access and schedule use of OHSU facilities. 25Live supports over 300 spaces in 23 buildings across the Marquam Hill, South Waterfront, West Campus, and Crossings Campus.

In FY25, EdCOMM facilitated 42,748 space reservations spanning 191,749 usage hours within 25Live. These hours supported tuition-based classes, external learning partners like PSU, board meetings, recruitment events, collaborations, town halls, and much more. By providing access to scheduling spaces and managing the usage therein, EdCOMM supports thousands of students, faculty, and employees as they pursue individual goals.

Additionally, to improve space utilization and scheduling, EdCOMM initiated Phase I of a larger project to integrate 25Live with Banner. This integration allows a direct import of tuition-based course schedules and space requirements from Banner into 25Live to reduce manual processing, duplication of requests from academic programs, and ensure that data input is consistent across both platforms. Phase II was both launched and completed during FY25, priming the system for Phase II integrations to begin in FY26. Find more details at the end of this document in the Looking Forward section.

### Upgrading Existing Spaces

In preparation for expanding academic programs, numerous spaces were either updated or repurposed to meet the technological needs of these programs. Continued cross-department collaboration with ITG/Telecom contributed to a shared goal of a consistent design across all conference and classroom spaces. Consistent equipment in newly built and refreshed rooms provides a higher level of user-

friendliness while strengthening our ability to promptly identify and address technical issues without the need for 3rd party vendor engagement.

Here are two examples of how EdCOMM provided this work in support of academic programming. In the Moody Building, to accommodate the space challenges for the Nutrition program’s distance learning needs, EdCOMM updated an underutilized conference room (129) and repurposed it into a full hybrid learning classroom. Upgrades included lecture capture, video conferencing, and updated displays with user-friendly controls. Moody 129 was designed to be “modular” to allow for easy repurposing into an alternate space. In the RLSB 2S classrooms, six of the 20 spaces received dedicated lecture capture, video conferencing, and updated displays.

### 30-30-30: An Investment in Oregon’s Future

*Grow OHSU health care program graduates by 30% and increase OHSU learner diversity to 30% by 2030*

This year, 30-30-30 funding provided replacement of several assistive listening devices in classrooms in support of accessibility for learners and others.

Additionally, the Video Team began production of a video that highlights the work of the Office of Student Access (OSA). This project includes the production of two videos designed for separate audiences – one for student recruitment and the second for OHSU leadership. Both videos amplify the OSA’s valuable work providing accommodations for disabilities, religious expression, and pregnancy and parenting while reinforcing OHSU’s commitment to inclusive education. To date, the Video Team has produced three proposals for the project, which are under review from the OSA leadership for their feedback and selection. These videos will be completed by the end of the calendar year.

### Accommodations and Accessibility

EdCOMM works with the Office of Student Access to provide closed captioning services for students who have academic accommodation needs. In FY25, EdCOMM provided 1,173 hours of closed-captioning and transcriptions at no cost to the students or their departments.

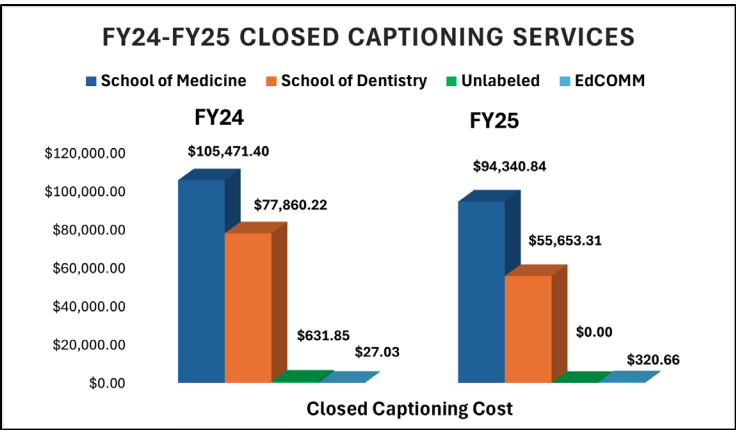


Figure 1: Visual Comparison of Closed Captioning Costs for FY24

	FY 24	FY25
School of Medicine	\$105,471.40	\$94,340.84
School of Dentistry	\$77,860.22	\$55,653.31
Unlabeled	\$631.85	\$0.00
EdCOMM	\$27.03	\$320.66
	<b>Total:</b>	<b>Total:</b>
	<b>\$183,990.50</b>	<b>\$150,314.81</b>

Figure 2: Data Table of Closed Captioning Costs for FY24 and FY25



For students with established ADA accessibility needs, EdCOMM uses a 3rd party vendor, 3Play, to provide human-generated live captioning services, ensuring that all recorded content is accessible at the legally mandated standards (99% accuracy or higher) within two hours. 3Play also creates transcriptions of the captions. EdCOMM covers the unbudgeted cost of 3Play services for all departments. The information below illustrates the distribution of EdCOMM-covered costs of transcription services associated with 3Play for FY25.

Additionally, EdCOMM partnered with the Teaching and Learning Center to develop a Train Your Brain presentation, which educated faculty on the usage of the Echo360 program's captioning services, empowering them to use captioning on their own to increase accessibility across the board. Details of this partnership can be found in the Presentations and Cross-Unit collaborations section of this document.

As part of our ongoing commitment to accessibility and operational efficiency, we have developed and implemented a new tracking system that enables more accurate and comprehensive reporting. This improvement, made possible through collaboration and focused process development, allows us to better understand service usage and ensure compliance across all areas.

## **Presentations and Cross-Unit Collaborations**

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As part of OHSU's Train Your Brain professional development series, EdCOMM partnered with the Teaching and Learning Center (TLC) to present "*Creating Accessible Media: The Why and How of Captions and Transcripts*" on January 8, 2025. Erik Dale, EdCOMM Operations Production Manager, led the one-hour session, which focused on the importance of captions and transcripts, accessibility requirements, and how to use Echo360 technology to create and edit captions for video content. Designed for OHSU faculty, staff, and media creators, the session emphasized practical tools and techniques to support inclusive communication across the institution.

This presentation marked a valuable cross-unit collaboration and was a notable accomplishment for EdCOMM, highlighting the team's leadership in advancing accessibility and supporting institution-wide efforts to create inclusive, learner-centered content.

The Video Team partnered with OHSU Historical Collections & Archives through the OHSU Library to produce this year's series of oral history videos, capturing the legacy and contributions of key figures within the institution. This collaboration reflects our shared commitment to preserving institutional memory and celebrating leadership across disciplines.

The Video Team created three in-depth oral history interviews, linked below.

- [Dr. Kent Thornburg, M.S., Ph.D., FAPS, Professor Emeritus of Medicine](#)
- [Susan Shugerman, M.F.A., Ed.D., Assistant Vice Provost, Education Outreach and Collaboration](#)
- [Asma Taha, Ph.D., CPNP-PC/AC, PCNS-BC, FAAN, Professor, Institute on Development and Disability, School of Medicine](#)

## Annual Financial Report

EdCOMM works under a partial cost-recovery budget model. While digital lecture capture (via Echo360) is offered to tuition-based, credit-bearing courses at no charge, event AV production and meeting support, video, and photography services are fee-based to help fund staff salaries and overhead costs.

Due to the nature of our service model, EdCOMM predicts the amount of revenue generated each year. While salaries and benefits (OPE) make up the majority of our budget, the tables below demonstrate how EdCOMM accounts for and monitors expenditures very closely.

One important distinction between the tables below is the inclusion/exclusion of the unbudgeted item of accessibility (captioning) services costs covered by EdCOMM, as discussed earlier. To demonstrate the impact of the unbudgeted item, the first table shows the direct margin including the accessibility budget line, and the second shows it without. EdCOMM spent \$160,084 on captioning services

University Unrestricted	FY25 Budget	Actual	Variance
<b>Total Direct Revenue</b>			
<b>Sales/Services/Other</b>	\$ 449,996	\$ 643,405	\$193,409
<b>Direct Expense Totals</b>			
<b>Salaries and Benefits</b>	\$ 1,977,085	\$ 2,027,972	\$ (50,887)
<b>Services and Supplies (with accessibility)</b>	\$ 422,539	\$ 508,542	\$ (86,003)
Accessibility (Closed Captioning)		\$ 160,084	
<b>Total Direct Expense (with Accessibility expense)</b>	\$ 2,399,624	\$ 2,536,514	\$ (136,890)
<b>Direct Margin (with Accessibility expense)</b>			\$ 56,519

Figure 9: Data Table of EdCOMM Budget: Including unbudgeted accessibility costs.

University Unrestricted	FY25 Budget	Actual	Variance
<b>Total Direct Revenue</b>			
<b>Sales/Services/Other</b>	\$ 449,996	\$ 643,405	\$ 193,409
<b>Direct Expense Totals</b>			
<b>Salaries and Benefits</b>	\$1,977,085	\$ 2,027,972	\$ (50,887)
<b>Services and Supplies (without accessibility)</b>	\$ 422,539	\$ 348,458	\$ 74,081
<b>Total Direct Expense (with Accessibility expense)</b>	\$2,399,624	\$ 2,376,430	\$ 23,194
<b>Direct Margin (without Accessibility expense)</b>			\$ 216,603

Figure 10: Data Table of EdCOMM Budget: Excluding unbudgeted accessibility costs.

## Missions in Motion: The People Behind the Progress

EdCOMM is made up of a very dedicated team of professionals, whose work is often done in the background of events and experiences, facilitating success across the vast structures of OHSU. Here is a closer look at the individual teams, their impactful work and how it contributes to the OSHU community and beyond.

### EdCOMM Team Accomplishments

Below are some team accomplishments for FY25. In addition to supporting other departments through AV, video, and photo services, EdCOMM has been working towards developing and implementing project tracking and communication systems, resulting in an increase in capacity through better project management.



Creative Teams

The Creative Video and Photo Teams continue to increase their overall revenue each year. For FY25, their combined revenue generation was \$277,643 in revenue. This increase in revenue represents a year-over-year (YOY) revenue increase of 23.5% from FY24. This increase in revenue occurred despite the known impact of the reduction in forces that would impact the Photo Team's revenue (Marketing no longer provided funding for provider headshots). The Video Team increased its revenue by 120.6% over last year.

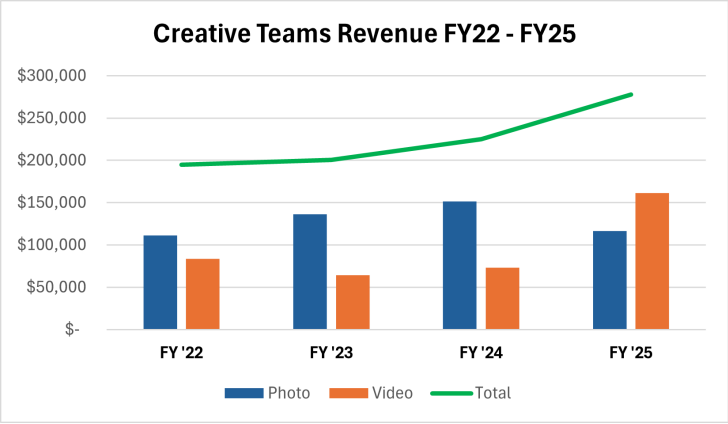


Figure 4: Visual Comparison of Creative Teams Revenue FY22-FY25

	FY '22	FY '23	FY '24	FY '25
Photo	\$111,345	\$136,265	\$151,637	\$116,343
Video	\$83,494	\$64,400	\$73,120	\$161,300
Total	\$194,839	\$200,665	\$224,757	\$277,643

Figure 5: Data Table of Creative Teams Revenue FY22-FY25

Photo Team Projects

The Photo Team completed over 400 portrait projects. Many of these projects provided high-quality coverage and visibility to the education, research, and healthcare missions at OHSU, including portraits of providers, research staff, students, faculty, and many events. Some events the Photo Team supports include multi-day photo shoots of OHSU campuses in Southern Oregon (La Grande, Pendleton, Ashland, and Klamath Falls) and recruitment events of high school students for the On Track program in support of OHSU’s commitment to providing a transformational learning experience throughout Oregon.

OHSU’s On Track program partners with middle and high schools to encourage and engage with underrepresented minority students interested in health and sciences. The Photo Team provided detailed documentation of these events, supporting not only OHSU’s commitment to community relationships but also its achievement of the 30-30-30 goals.



Figure 6: School of Nursing student in Sim Lab in Ashland, OR



Figure 7: On-Track Dental student builds a dental mold.

## Video Team Projects

The Creative Video Team completed 36 projects, ranging from provider, residency, and fellowship videos to patient-facing informational content. Key initiatives included videos for the NICU unit, EMS services, and a video focused on Intellectual and Developmental Disabilities (I/DD). Two major milestones were the production of complex, high-impact videos: the Child & Adolescent Psychiatry Fellowship video, which generated \$31,000 in revenue, and the STELLA-FTD grant video, which brought in \$28,000. These projects reflect the Video Team’s strategic shift toward producing larger-scale, mission-aligned content—and their success in that goal. The Creative Video Team’s success in FY25 was supported by the continued implementation of project management efforts from EdCOMM’s Project Coordinator by building robust tracking processes, scope of work, and project charters used to define projects, and maintaining communications with clients throughout project life cycles.

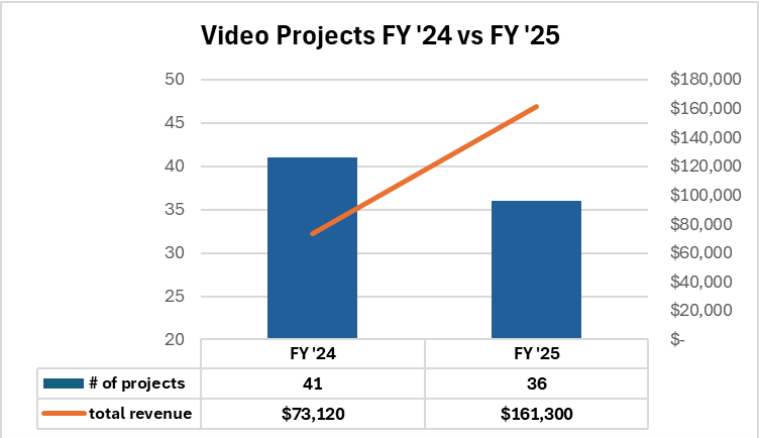


Figure 8: Visual Comparison Video Projects and Revenue FY24 vs FY25

## AV Team Projects

The Multimedia Specialist (also known as the AV) Team has been instrumental in supporting various campus events, notably the recent SEE Symposium on Educational Excellence, OHSU’s Multi-School Commencement/Hooding Ceremonies, and the quarterly Public Board of Directors production and livestream. Beyond event support, the Multimedia Specialist Team has provided prompt resolution and repair for over 800 Service Desk requests for troubleshooting and repairs, provided training for ITCs as well as end users, and functional review support during room remodel projects. The AV Team generated \$354,253.75 in revenue in FY25. The AV Team facilitated captioning and Sign Language Interpreters for campus events and provided training for PALs to facilitate lecture captioning and transcription. Working with ITG and other stakeholders to streamline video conferencing device management and bring higher functionality to our systems, the AV Team has largely contributed to deploying and testing new features. These initiatives also cover some of the groundwork around universal accessibility by providing the technical needs to allow live captioning and displaying in real time on classroom display.

## EdCOMM Awards & Recognition

Work Well Done is an employee appreciation program which involves recognizing team members who go above and beyond in their work by colleagues and others. For this year, the following people received recognition. The goal in the next academic year is to review and improve the recognition process for EdCOMM staff.

**Mitch Carter:** Received a Work Well Done Award for his work at the AAMC Western Region Conference.

**Christopher Hendricks:** Received recognition in EdCOMM's Hall of Praise for being a problem solver.

**Aaron Bieleck:** Received the OHSU ROSE Award (Recognizing Outstanding Service Excellence) for his work during a photo project.

**Nick Lem:** Received recognition in EdCOMM's Hall of Praise for being awesome.

**Antonio Bevacqua:** Received a Work Well Done Award for delivering professional educational sessions.

**Marley Cullors:** Received recognition in EdCOMM's Hall of Praise for being awesome.

**Cheryl Miller:** Received a Work Well Done Award for her exemplary leadership.

**Joseph Mabry-Kirkland:** Received recognition in EdCOMM's Hall of Praise for being a problem solver.

**Erik Dale:** Received a Work Well Done Award and was praised for his leadership

**Jordan Sleeth:** Received recognition in EdCOMM's Hall of Praise for capturing energy of the moment.

## Transition and Restructure

The end of this year brought a significant transition and opportunity for growth within the team. EdCOMM said farewell to our Creative Production Manager, Bridget Livesay, whose leadership and vision were deeply appreciated and left a lasting impact on the team. In response to this change, the leadership model was thoughtfully restructured to better support the evolving needs of the department.

Under the new structure, the team moved from an organization based on service areas to one built around two key functional areas: administrative and operational support. This change aims to enhance coordination, streamline processes, and position our team for future success.

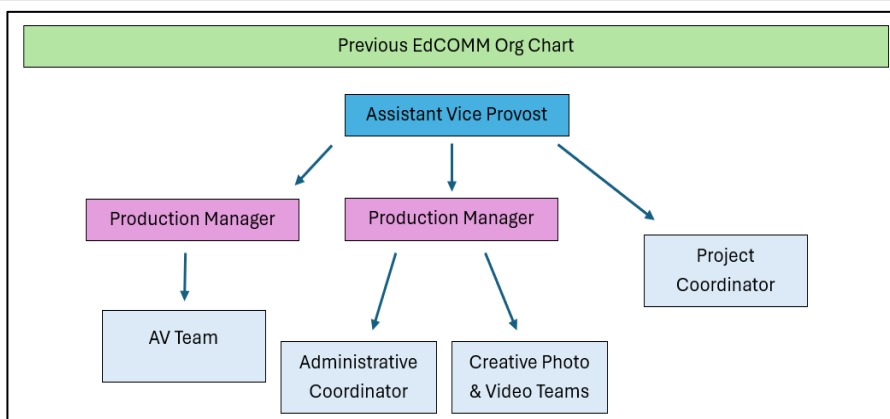


Figure 11: Previous EdCOMM Org Chart

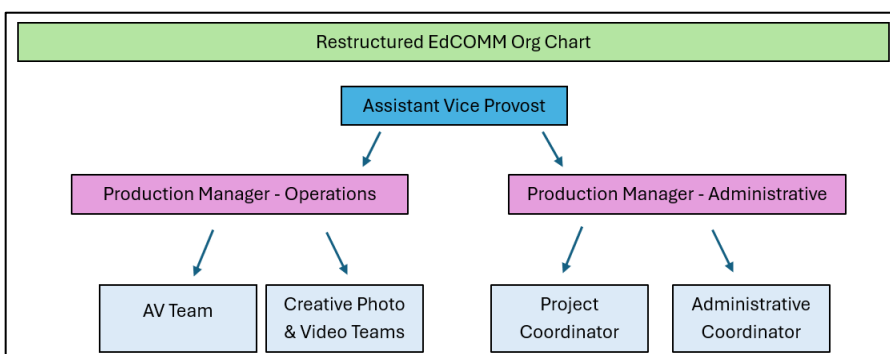


Figure 12: Restructured EdCOMM Org Chart

EdCOMM also welcomed a new Administrative Production Manager, Meg Hall, who now oversees the Administrative Team, consisting of both the Administrative Coordinator and Project Coordinator. Their leadership is already helping to strengthen our internal systems and project workflows.

On the operational side, the former AV Production Manager, Erik Dale, has taken on an expanded role as the Operations Production Manager, now providing direct support and oversight for the Photo, Video, and AV Teams. This new alignment allows for more integrated planning and execution of the high-quality services EdCOMM is known for.

While change is never without its challenges, the department remains grateful for the contributions of all team members—past and present—and is proud of the resilience and collaboration that continues to define EdCOMM.

<a href="#"><u>Cheryl C. Miller, Assistant Vice Provost, Educational Improvement and Innovation</u></a>	
<a href="#"><u>Meg Hall, Administrative Production Manager</u></a>	
<a href="#"><u>Laura Renfroe, Project Coordinator</u></a>	<a href="#"><u>Samantha Matsumura-Blake, Administrative Coordinator</u></a>
<a href="#"><u>Erik Dale, Production Manager-Operations</u></a>	
<a href="#"><u>Nick Lem, Multimedia Specialist</u></a>	<a href="#"><u>Marley D. Cullors, Multimedia Specialist</u></a>
<a href="#"><u>Joseph Mabry-Kirkland, Multimedia Specialist</u></a>	<a href="#"><u>Antonio Bevacqua, Multimedia Specialist</u></a>
<a href="#"><u>Paul Walker, Multimedia Specialist</u></a>	<a href="#"><u>Mitch Carter, Multimedia Specialist</u></a>
<a href="#"><u>Kenneth Welcome, Multimedia Specialist</u></a>	<a href="#"><u>Christopher Hendricks, Multimedia Specialist</u></a>
<a href="#"><u>Aaron Bieleck, Multimedia Specialist, Photo</u></a>	Jordan Sleeth, Multimedia Specialist, Photo
Wiley Parker, Videographer	<a href="#"><u>Taylor Wells, Videographer</u></a>

## Looking Forward

Entering FY26, EdCOMM is keeping a few key initiatives top of mind.

1. Partner with ITG, Field Technical Services, and the Service Desk improve conference room user experience. This small, collaborative working group's purpose is to establish an integrated and customer-centered process for supporting conference room needs. By working together to define a single, clearly communicated, and easy-to-navigate

process, the outcomes will ensure consistency, responsiveness, and transparency for all conference room users by eliminating inefficiencies, reducing response time to support requests, and improving customer service experience.

2. Expanding capacity and streamlining services within EdCOMM teams. Following EdCOMM's restructuring at the end of FY25, and with the creation of an Administrative Team whose focus is to minimize inefficiencies, redundancies, and backlog, we will build collaborative systems and meaningfully improve processes starting in FY26. One example of this is to apply the success of project management tools for the Creative Video Team, to the Photo Team in FY26 in hopes of alleviating logistical stress and giving the photographers more capacity to use their skills.
3. Implementation of Phase II of the 25Live Banner integration to improve the spaces scheduling process. Phase I successfully integrated the data systems, and Phase II will continue that project in collaboration with the Registrar's Office to import course data directly from Banner to optimize space utilization. Additionally, Phase II will expand usage of 25Live capabilities to improve the annual room reservation request process for all users.



This report demonstrates EdCOMM's collective efforts to advance educational initiatives and enhance learning experiences for the entire OHSU community. In the coming year, more exciting opportunities await to use the staff's creativity, expertise, and skills in support of OHSU's guiding missions. For feedback, input, or to explore ways to engage with our initiatives, please contact us at [edcomm@ohsu.edu](mailto:edcomm@ohsu.edu)