

# **The organization has changed: Joining libraries, eLearning, IT and Facilities Management to meet new challenges**

## **Abstracts**

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### **INTRODUCTION**

The University of Canterbury, in 2010, made a bold statement by establishing a new organizational structure that combined libraries, eLearning, IT and facilities management under one senior management team leader. The structure was flattened, new positions created and some positions disestablished. It caused a great deal of organizational turmoil but was aimed at positioning the University to be in the best position to meet the challenges of the next 20 years.

While many universities have combined IT, libraries and even eLearning, the inclusion of the facilities management functions was a unique approach. It recognized that the future of learning, teaching and research has as much to do with the physical estate as it does with the digital resources and information technologies.

This presentation will outline the vision for the new Learning Resources portfolio and the challenges addressed thus far in creating not only a new organizational structure, but a new organizational culture within Learning Resources. It will also address the impact thus far on the academic community.

### **BROAD OUTLINE**

The vision of Learning Resources is to provide a coordinated approach to all planning and infrastructure and to influence the future directions of the University with regard to supporting new ways of learning, teaching and research.

New positions were created to lead Enterprise Architecture and Information Architecture, drawing together all the disparate activities within not only Learning Resources but also across the University.

A new unit was established, Planning, Strategy and Services, to coordinate policy development, strategic planning, business analysis, project management, sustainability, vendor management and financial and human resources administration. This unit is focused on facilitating change, and not just technological change, within the University's colleges and other service groups, as well as supporting the Learning Resources portfolio.

Reviews were conducted on the library services, IT services, and facilities management that informed the new organizational structure. Specialist reviews on Enterprise Architecture, supporting AV services, and physical asset management were also conducted, as well as a raft of internal audits. All these helped shape the new Learning Resources portfolio.

New policies were developed in a variety of areas: mobile telephony; password security; cessation of internal charging, for example. New projects were initiated, such as RFID tagging the libraries collections, expanding wireless access, mobile learning opportunities, IT and physical asset management and help desk services.

The presentation will outline the broad impact, thus far, on the University community, in relation to learning, teaching and research.

### **BIOGRAPHY**

Professor Sue McKnight is Pro Vice-Chancellor Learning Resources at the University of Canterbury where she is responsible for library services, information and communication technologies, and facilities management. Her major research interest is 'customer value discovery', especially as this relates to libraries and eLearning. Sue has published

demonstrating the applied nature of her research, and the improvement in customer satisfaction when strategies to deliver the defined values are implemented.

She is a Fellow of both CILIP (UK) and the Australian Institute of Management. Sue was named a National Teaching Fellow in June 2008 by the Higher Education Academy (UK) and was named Manager of the Year by the Australian Library & Information Association in 1999.

Before joining University of Canterbury, she was Director of Libraries and Knowledge Resources at Nottingham Trent University in the United Kingdom. Prior to that Sue was Executive Director of Learning Services and University Librarian at Deakin University in Australia, and held senior posts at The University of Queensland Libraries. Sue also has special library and public library experience in Australia, as well as international consulting and facilitation experience.

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