University of Canterbury's Project STAR: Impacts for Library Liaison

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Overview

- Context

- Project STAR at the University of Canterbury

- Change Proposal and Expert Panel Review

- Preliminary View and "Attempt to Agree"

- Library Liaison Implications

- What Next?

- Questions and Comments

International Context

- Trends in Government Policy
  - Reductions in public funding for Higher Education
    - (Notable exception = China)
    - Efficiency and effectiveness
  - Demand for accountability and transparency
    - Impact and measurement
- Internationalisation
  - Curriculum
  - Student body
  - Staff

International Context: Student expectations

- Developments in the K-12 sector

- Switched on; mobile technologies

- Web 2.0 and social learning

- Flexibility required

- Customer orientation
    - Demanding
    - Discerning
    - Mobile

International Context: Changing research Landscape

- Scholarly Communication
  - Open access
  - Institutional repositories
  - Institutional publishing
- eResearch
  - Open access to primary data sets
  - Sharing, mash ups
  - Data mining and data analysis
- Fierce competition for research funding
  - Bibliometrics +

International Context: Changing Teaching Landscape

- Chalk and Talk versus Sage on the Stage

- Technology enhanced learning and teaching

- Complexity of information and knowledge resources

- Information Literacy to "Academic Literacy"

- Physical and Virtual Learning Environments

University of Canterbury

- International Top 200 University (THES)
- Five Colleges
  - Engineering
  - Science
  - Arts
  - Business and Economics (and Law)
  - Education
- 20,000 students (15,500 eftsu)
- 2,000 staff
- NZ$275m expenditure budget

University of Canterbury

- Our mission is to contribute to society through knowledge in chosen areas of endeavour by promoting a "world class learning environment" known for attracting people with the greatest potential to make a difference.

- We seek to be known as a University where knowledge is created, critiqued, disseminated and protected and where research, teaching and learning take place in ways that are inspirational and innovative.

Project STAR

- The purpose of STAR is to review the non-academic services to determine whether the University is operating its non-academic services as effectively and efficiently as it can.

- To ensure teaching and research activities are well supported, the University may make changes to some services to:

  - Reduce fragmentation and duplication in service delivery
  - Flatten reporting structures to reduce complexity and improve communications
  - Be financially sustainable

- The overall objective of Project STAR is to allow for a greater investment in teaching and research which will improve the learning environment for our students and staff.

Change Proposal

- Library Services
- Facilities Management Services
- ICT Services
- Planning, Strategy and Support

- Previous external reviews of FM and ICTS
- Release of "Change Proposal" – April 2010
- PVC Learning Resources starts position – June 2010
- Expert Panel Review – main focus = Library – June/July 2010

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Change Proposal – Overarching Library Objectives

- Implement a structure that positions the Library to best meet the needs of users, now and in the future .. Preserve existing strengths
- Transition from a structure and work practices based primarily around print resources to one that is positioned to fully exploit the opportunities provided by digital technologies and resources
- Achieve greater consistency in service levels and policies & practices
- Provide increased level of service, particularly for academic staff and PGs
- Reduce fragmentation and duplication, flatten reporting structures, reduce complexity, improve communication

Change Proposal – Proposed Changes

- Two library groups with the Learning Resources portfolio
  - Research and Information Services
  - Library Support Services
- Academic Liaison Team
  - Information librarians in a single team
- Library Centres with a Customer Services Focus

Preliminary View and "Attempt to Agree"

- >250 submissions (mostly about the Library)

- Forums

- Meetings with interested parties
  - Affected staff
  - Committees
  - Tertiary Education Union

- Oversight provided by University Council

Preliminary View and "Attempt to Agree"

- Decision Day – 30 August (tbc)

(Proposed) Impacts for Library Liaison

- New organisation structure
  - Team of liaison librarians
  - Less emphasis on 'the branch'/silos
- Expanding 'influence' and services into broader spaces – library learning hubs concept
- Pan-University wide foci for Liaison Team Managers
  - Research
  - Information Literacy
  - eLearning
- Liaison Team Managers – senior contact for College/Faculty matters
- Liaison librarians assigned to academic staff on a discipline basis
  - Responsibilities for: research support, information literacy developments, collection development, eLearning support, reference services
- Focus on professional responsibilities
- Sharing of best practice
- Workload management
- Training of library assistants

What Next

- Finalise decisions regarding the Learning Resources Change Proposal

- Communicate decisions

- Transition arrangements

- Recruit to new positions

- Build the bridges …

- Deliver on the vision

Delivering the Vision 1

- Capitalise on the fact that a "librarian" is on the Senior Management Team
- Work with College PVCs and their teams to influence the academy
  - Information literacy and assessment
  - Blended and eLearning developments
  - Research support
- Influence overarching University Plans
  - Teaching and Learning Plan
  - Research Plan
  - Campus Master Plan
  - [Information Management Strategy]
  - [Enterprise Architecture Strategy}

Delivering the Vision 2

- Understand our customers' expectations
    - Undergraduate students
    - Postgraduate students
    - International students
    - Academic staff an researchers
- Gap analysis of where we are today against vision of excellence
- Identification of Irritants with current services

Delivering the Vision 3

- Operational planning
    - Reduce irritation
    - Close gaps in expectations
- Partners in Learning, Teaching and Research
    - Staff Confidence
    - Skills audit and staff development and training
    - Exchange of experiences

We create our own future

- Build on our strengths
    - As University of Canterbury
    - As University of Canterbury Library
    - As librarians
- It's not revolution but evolution
- Change will keep happening

Thank You

Questions and Comments?

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