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XI Jornadas CRAI

2013

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All services under one roof: a case study of a super-converged service



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All services under one roof: a case study of a super-converged service

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Liverpool John Moores University



- Ex-Polytechnic –strong teaching & learning focus with areas of research excellence
- 24,000 students, 3 campuses



Before Super- Convergence

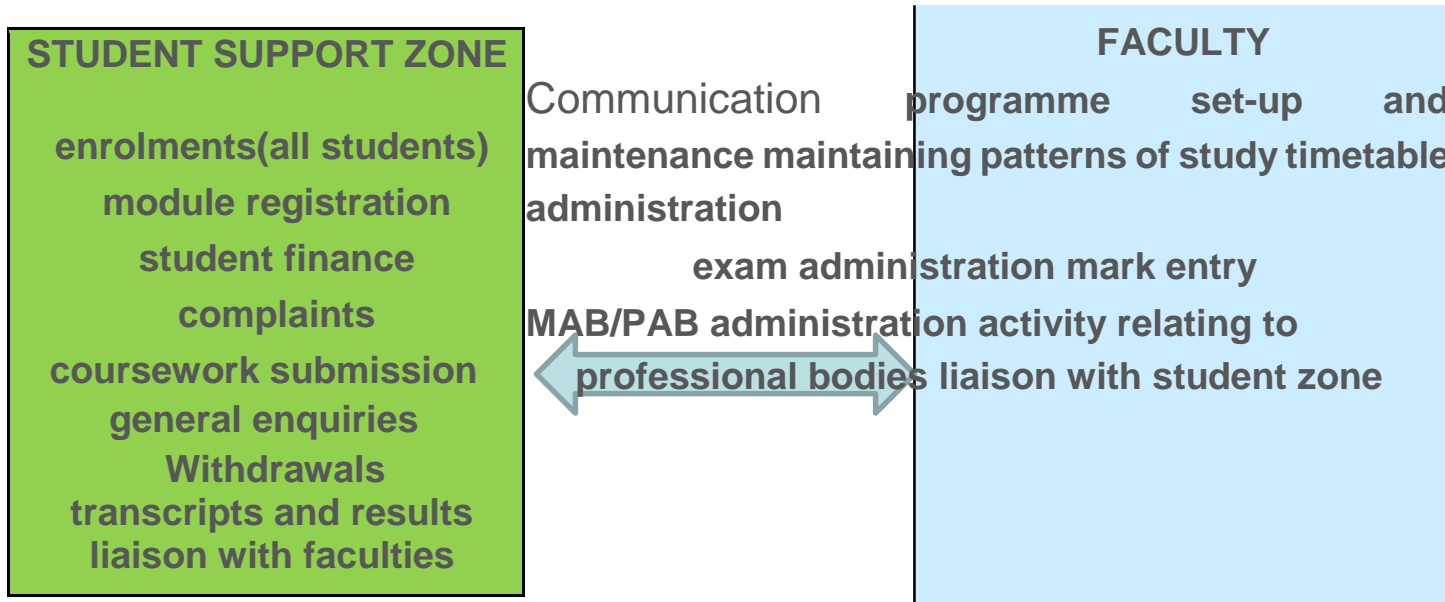
- 3 Campus based libraries (24/7)
- 3 Campus based student administration offices
- 1 central careers service
- 21 faculty/school offices (all with different opening time and different approaches)
- Some replication/duplication – a lot of referral

3 campus based Centres open 24/7 Implementation at LJMUA at LJMUA

- Closed 21 school & faculty offices (to students)
- Closed separate student administration Campus Centres

- Created a new structure and refurbished the LRCs
- Moved some faculty staff in recognition of movement of programme support to students
- Change management programme (“getting to know you”, “managing myself through change”, “managing others through change” etc.) and skills training
- Ways of working (flexi, coffee breaks, “uniforms”)

LJMU: student support





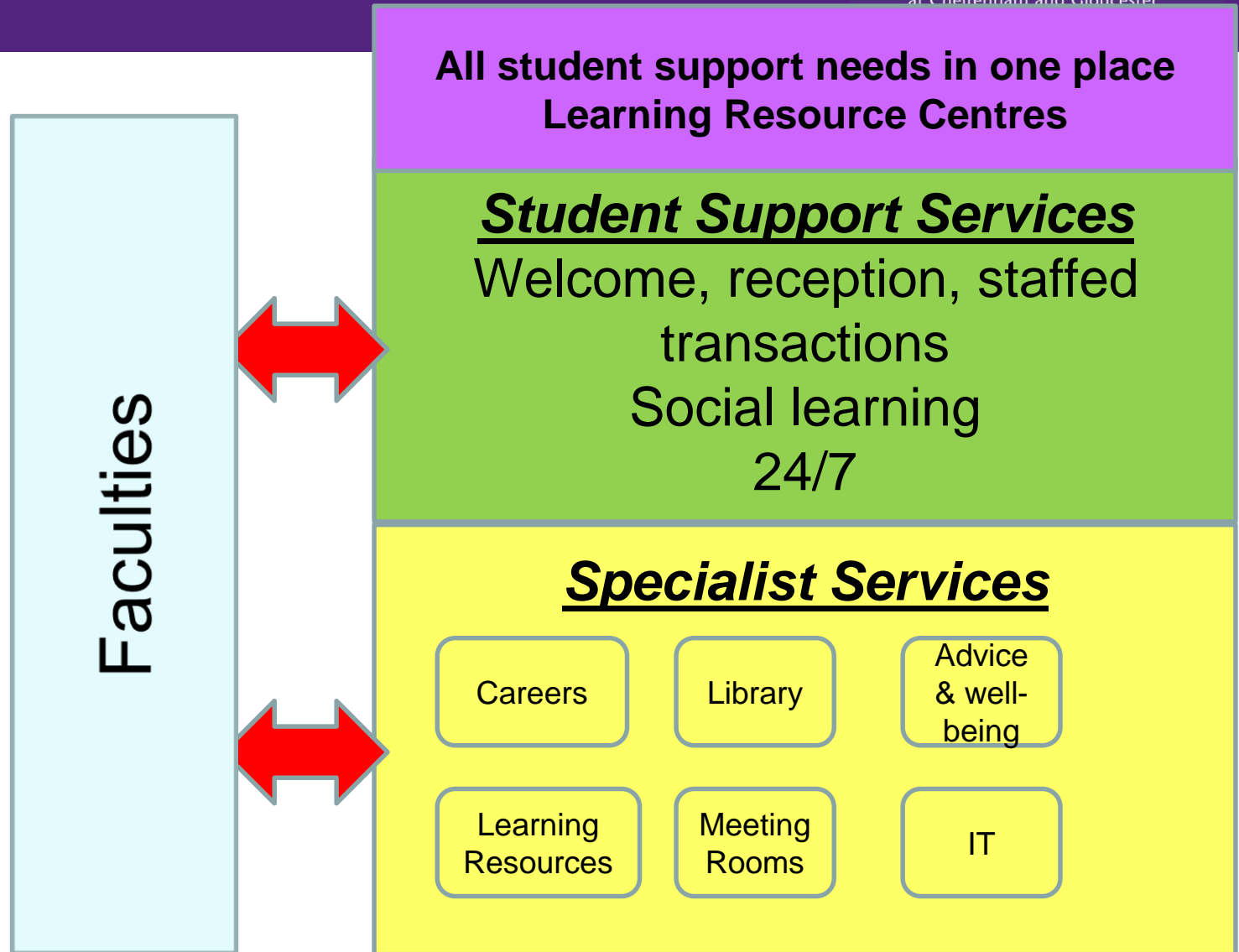
Key Principles:

All student facing activity will take place in the student zones (closure to students of 21 school & faculty offices)

Duplication of activities will be removed and placed in the most suitable location

Data quality will aim to eliminate the need to complete administration activities that involve checking reports

LJMU: service delivery



- Students no longer referred to lots of different buildings
- Staff based together and understand different areas of work
- Consistency of administration – no local practices possible
- Consistency of customer service

Challenges

- Referral to academics for academic advice
- Support to students when in Faculty buildings
- Cultural differences and ways of working
- Where is the Library?
- Statistical data, performance measurement
- Leadership of the constituent parts

Data after first year

- 1.35m visits p.a.- decreased by 5% but head counts increased by 12%
- Maximum occupancy – IT use at 90-100% for an average of 23% of hours open (student:PC ratio highest in north west)
- 11% staff cuts at the same time as an expansion in service offer
- 98% of spot survey satisfied/very satisfied with central enrolment

Student comments

- The improvements made to the Library in the last couple of years have

meant I can now easily spend all day working

been enhanced as a result of all here” student facing services being under one roof, and the staff there being able to support students using the services in an excellent manner.

“I felt there was always someone on hand with any course enquiries I had regarding my course and facilities in the University”

The student experience has truly

Postscript

- Development of registry functions and subsequent organisational de-convergence
- Re-introduction of some administrative presence in Faculty buildings
- Continued seamless delivery of services to students under one roof.