

Session 6

STRATEGIC MANAGEMENT IN A CRISIS

Professor Sue McKnight

University of Canterbury

When Sue McKnight took up the newly created role of Pro Vice Chancellor of Learning Resources at the University of Canterbury in mid 2010, little did she know that within 8 months she would have been faced with helping to support the University's strategic response to two major critical incidents.

Having been "trained" under fire in September 2011, the events which unfolded in February 2011 became a major challenge as Sue coordinated the key linkages between the operational and strategic emergency management teams.

Sue will discuss the creation of the Learning Resources Directorate which combined Facilities Management, ICTS, Support for eLearning and Library Services during 2010, how her portfolio responded to the substantial damage caused to the University in September and how innovative solutions had to be sought quickly to replace lost space and resources on campus, especially library services. Sue will further discuss the February events and how, having suffered even more serious damage to the campus infrastructure, Learning Resources supported the University's Strategic Management Team as it responded to the challenges and supported the rapid return to a new kind of normal. She will also outline how the earthquakes have become an accelerator for positive change at the University of Canterbury.