

## Continuous Work-force Development for ICT staff: the Media Centre project at London South Bank University

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### London South Bank University

- 23,500 students based at Elephant & Castle other sites at Havering, Whipps Cross & GOSH.
- 59% Female.
- 48% part-time, 52% full-time
- 50% ethnic minorities
- 68% students 24 and older
- 73% students undergraduate



### Media Services

- 2004 Media Services (digital) created in Building Services - established working practice and AV in Rooms
- 2006 Identified future goals within organisation - successful application for Media Centre Project to LSBU from TQEF Fund - reports to the Learning & Teaching Committee
- 2007 Integration with ICT (2<sup>nd</sup> year of the TQEF MC project)
- 2009 Expansion of ICT Media Services - average of 150 calls & jobs per month, a formal launch of the integrated new services from the TQEF project in the Autumn term

## Media Centre Project

The three-year *Media Centre* project aimed to create facilities, equipment and technical expertise to “to establish a dedicated and fully-fledged Media training centre for staff and students” (McCaffery, TQEF Action Points 08/09).

The project presents an innovative approach to using applied research within the institution, developing higher level skills to enhance personal performance, encouraging team development, and scaffolding the process of change.



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## Planning the Proposal

Teaching Quality Enhancement Fund (TQEF) was from the Higher Education Funding Council of England (HEFCE)

*Ideas for the project proposal came out of the Creative & Cultural Industries Research/Training Project (C&CIRT) a BASS Project at London South Bank University*

- Corporate Plans
- Learning & Teaching Strategy
- Staff Development – Staff IT Training
- Centre for Learning Support and Development

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## Theory applied to the workplace

Work based learning develops the whole person, and is more than a training scheme. The WBL within the TQEF Media Centre project was based on **Levels 4-6** (Higher Education levels).

“Work-based learning is... used as a mode of study for employed people and as a way of introducing change of practices within the workplace... It promotes awareness of the workplace as a learning environment and uses this to extend the learner’s capability and individual effectiveness” (Durrant et al., 2009).

Billet views workplace learning as participation in work practice (2004) that uses co-participation (2002).

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## Theory applied to the workplace

Learning also contributes to the organisation. **Stephenson (1999)** says that a capability-focused WBL programme should aim to develop individuals':

- confidence in their ability to manage their own learning in response to changing circumstances in the work-place
- belief in their power to perform effectively under conditions of risk
- ability to engage effectively and constructively in the formulation and solving of operational problems related to the organisation's business
- habit of sharing ideas and learning with others
- ability to judge the effectiveness of their own performance and its contribution to the performance of the organisation
- capacity to contribute to the shared values of the organisation

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## TQEF Media Centre Project

### 3 year project

ICT Media Services has carried out consultation and development with LTEU, Staff Development, CLSD, Faculties, Students

#### Staff development

Technicians took part in a self-managed work-based learning programme (theory and practice) - the project provided time and resources

#### Creating new ICT resources

i.e. live streaming service and streaming for Blackboard, 2 new studios - Media Learning Centre and the K-Pod Printing Lab

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## Stage 1

Establishing benchmarks

Research - consulting policies and staff qualitative, context complex

Introducing Work-based learning and training elements

'10 Sessions' with Staff IT Training and 'Kit days'

Envisioning change - planning to embed and sustain outcomes - buy in

*"getting together and talking about what we wanted to do"*




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## Stage 2

*"We took over as a group in year two"*



**Advisory Group** continued to help steer project activity and offer feedback, Pilot projects

It was agreed to merge new 'project' services into main Media Services.

1. Classroom audio-visual equipment
2. Equipment loans
3. **General assistance and consultancy with production of learning resources: Media Learning Centre (L339a) and K-pod Print Lab (K521)**
4. **Digital photography/camera work**
5. **Image collections and digital databases**
6. **Digital/video filming/camera work**
7. **Digital/video editing**
8. **Digital/video streaming for Blackboard**
9. **Digital/video conferencing**
10. **Digital signage**

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## Stage 3

More investment and integration in ICT

Communication/marketing –Media Services integrated with ICT web identity and information base for staff and students, ICT folder (LSBU marketing), Media Services Handbook and brochure

Completing fitting out of Technician offices and studios

Maintained and upgraded classroom kit and information

More training in learning technologies and software

Final Cut Pro, web design, Blackboard Version 9




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## Workforce Development

- New 'roles' to demonstrate and facilitate learning technology
  - Two members of original group now Team Leaders
- Technical staff undertook **work based learning** – monitoring work activity (logs), reflection and evaluation, establishing new roles, research, communication & presentation, project planning and project management, team work, meetings, self-assessment of staff development needs, negotiating change
- Technical Team represent LSBU at external conferences, events at other HE institutions, and trade shows




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## Thanks

### Continuous Work-force Development for ICT staff: the Media Centre project at London South Bank University

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*References for presentation upon request.*

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