

Profile of Principal Consultant

Rosemary Kavanagh combines over 30 years experience in organizational effectiveness, strategic planning and change management in education, public and special libraries, not for profits, and international sectors. Her experience includes streamlining operations, improving technology investment, aligning business objectives and enhancing productivity. She has successfully transformed library and rehabilitation service operations, re-purposed roles and functions and prepared several planning and strategy mapping documents. Rosemary holds a Masters in Library and Information Science, University of Western Ontario, and a certificate in Strategic Management, from the University of Toronto.

Professional Highlights Include:

Multiple career streams at CNIB, one of the largest private charities in Canada, as VP Corporate Planning and Client Services, VP Client Services and Information Services;

- o led change management portfolio and corporate structures, creating an integrated functional structure;
- o introduced Performance Measurement Framework aligned with corporate strategies;
- o developed key metrics for all services to measure and predict performance, improve resource utilization and enhance the client experience;
- o Re-scoped CNIB's \$60M service portfolio into a single national vision with a centralized contact centre and client relations management system (CRMS)
- o Established CNIB's IT Blueprint centralizing divisional operations to a national enterprise with one of the largest data centres of its kind serving the corporation.

Library Systems and Service Development

- o Developed and implemented two major strategic plans transforming CNIB Library for the Blind to a world class digital public library service with state of the art digital technologies - tripling its productivity metrics and attracting worldwide support from Microsoft and other organizations;
- o Successfully amalgamated six regions to a single operation in Ontario Library Service Trent implementing its first strategic plan; introducing library management systems and networks;
- o Director Technology Strategies, Ministry of Culture and Citizenship, Ontario - Led stakeholders and professionals in developing and preparing the automation strategic plan for public libraries for the Ministry of Culture and Recreation, Government of Ontario;
- o Worked with the Ontario Library Association Strategic initiative 'One Place to Look:'

Other Organizations

- o Led the development of the Centennial College Board of Governors' strategic planning and performance measures initiative introducing an annual business plan and report on performance and initiated development of a balanced score card;

International - Strategy Setting and Practice

- Key leader in developing the Digital Audio Information Systems - (DAISY) and NISO Standards for over 30 member libraries including the Library of Congress;
- Special Advisor UNESCO on information technologies;
- **Chair IFLA Library for the Blind Section** - reorganized and reshaped vision; established strategic plan; inspired international participation from over 100 countries; led and developed conferences in North America, the Caribbean, Morocco, Greece, France and Croatia;
- **ASM Consultants:** Reviewed operations and strategy for Ohio State's library service for the disabled;
- **Strategic Advisor to the CEOs and Senior Staffs** of several Australian organizations - Royal Victorian Institute for the Blind, Royal Blind Society, Vision Australia;
- Strategic Advisor to the National Librarian, National Library, Malaysia;
- **CIDA - International Development Research Centre (IDRC)**, Ottawa, Canada - Consultant and Strategic advisor - Office of the Prime Minister, Government of Jamaica - responsible for development of the government's National Information Plan for Libraries and Archives;
- **Manitoba Institute of Management** - Strategic Advisor to British Virgin Islands Government on Library Service Development