

**Innovation &
Success Report
2010**

Post-secondary leader in library, learning, and community networking



February 2011
Cover photo by A.P. Carr

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Message from Our Chair and Executive Director

Thriving Amidst Change and Transition

2010 was an eventful year for British Columbia. From Olympic endeavours to a surprisingly large salmon run to the resignation of the Premier – these provincial news stories were the backdrop to some of the planned changes, unforeseen opportunities, and unexpected transitions that impacted BC Electronic Library Network [BC ELN] this year. While much was accomplished throughout the year, the following key highlights demonstrate BC ELN's agility and nimbleness in responding to change and transition.

The licensing of performance rights for feature films is a critical activity that supports innovative teaching and learning and facilitates the legal use of media in the post-secondary classroom. With the dissolution of the Advanced Educational Media Acquisition Centre [AEMAC] in 2010, the licensing of such resources on behalf of the BC post-secondary library system ceased. Partner libraries immediately approached BC ELN to fill this gap given its expertise and experience in database licensing. BC ELN responded quickly by negotiating feature film public performance rights licenses on behalf of its members, resulting in a reduction in fees for almost all libraries with the renewal of these licenses, even with the addition of a major new studio.

In June 2010, the Public Library AskAway service closed its doors. Working in collaboration with public library colleagues, BC ELN helped to ensure effective communication about the public library service closure and mitigate the effects of this unexpected transition on the post-secondary service users and providers. In addition, BC ELN successfully renegotiated the QuestionPoint software license on behalf of the post-secondary sector with a zero cost increase per site, despite a reduction in the *number* of sites and users.

BC ELN successfully facilitated a range of changes related to its governance. It strengthened its internal structure and governance model through the development and endorsement of new Steering Committee Terms of Reference and the admission of the first new private institution members. On behalf of these new members and its ongoing partners, BC ELN also articulated and launched Benefits and Responsibilities for BC ELN members, outlining the value of BC ELN services and responsibilities of all who participate, including new or prospective associate members.

Finally, through the use of surveys and broad consultation, BC ELN achieved sustainability for the Undergraduate Foundation Collection [formerly the Multi-Sector Bundle]. Partner libraries worked collaboratively with BC ELN to finalize the desired collection and commit to a two-year license in order to ensure ongoing access to this critical set of resources. One hundred percent of costs for this resource have now fully transitioned to partner libraries.

Despite what might have been seen as some setbacks and challenges in 2010, BC ELN continued to thrive by keeping its provincial perspective in focus, coordinating action at libraries across the province to respond to new opportunities, and leveraging existing resources to support world-class teaching, learning and research in BC. This work could not have been achieved without the centralized capacity and infrastructure for project management, communication and technology

that BC ELN provides. This centralized support also enables BC ELN to monitor national and international trends and innovations in consortial services to libraries that inform and influence its provincial mandate.

Scaffolding for BC's Post-Secondary Libraries

The highlights noted above exemplify the excellent work that BC ELN undertakes to support BC post-secondary libraries, and in turn BC post-secondary learners, educators and researchers. This support, and the many forms it takes depending on the specific project or initiative involved, can aptly be described as scaffolding for libraries.

The metaphor of scaffolding can readily be applied to the work that BC ELN undertakes in collaboration with, and on behalf of, its partner libraries. BC ELN support provides the assistance necessary to enable BC post-secondary libraries to license resources and develop services that they would not be able to manage on their own. Through the high quality of BC ELN support and services, libraries are able to extend and expand their collections and services in support of BC's over 186,000 post-secondary learners, as well as associated faculty, staff and the BC community at large.

The value these libraries provide in turn helps meet the education needs of the province and contribute to learners receiving a quality education in BC. Libraries have come to depend on BC ELN to facilitate collaboration and to launch innovative services that support learning and research across the province.

Through the ongoing development of sustainability planning for services, BC ELN is able to change and shift its scaffolding support to new priorities, initiatives and services as opportunities arise. This work is done in partnership with other key shared service organizations throughout the province – BCcampus, the Educational Resource Acquisition Consortium [ERAC], and the Public Library Services Branch [PLSB] for example.

We welcome your feedback, and look forward to seeing BC ELN move on to even greater success in 2011.



*Marnie Swanson
BC ELN Steering Committee Chair
& University Librarian
University of Victoria
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*Anita Cocchia
BC ELN Executive Director
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The metaphor of scaffolding has been widely used in recent years to argue that, in the same way that builders provide essential but temporary support, teachers need to provide temporary supporting structures that will assist learners to develop new understandings, new concepts, and new abilities. As the learner develops control of these, so teachers need to withdraw that support, only to provide further support for extended or new tasks, understandings and concepts.

– Hammond, J. (Ed.). (2001). Scaffolding: Teaching and Learning in Language and Literacy Education. Marrickville, NSW: Primary English Teaching Association, p.13.

Organizational Overview

Who Benefits?

- Over 186,000 learners
- Over 14,000 educators and researchers
- 30 partner libraries

Mission

The mission of the BC Electronic Library Network is to provide superior and equitable information access for all learners, educators, and researchers by extending the expertise and resources of the BC post-secondary libraries.

The British Columbia Electronic Library Network (BC ELN) is a partnership between the Province of British Columbia and its post-secondary libraries. BC ELN's purpose is to develop, promote and maintain system-wide mechanisms that allow post-secondary libraries to meet the expanding information needs of the province's learners, educators, and researchers at the lowest possible cost. BC ELN operates with core funding from the Province of British Columbia, with additional project funding and staff time contributed by partner libraries.

The 2010/11 base budget of \$485,417 from the Ministry of Regional Economic and Skills Development covered the core administrative costs of the BC ELN Office, including a permanent staff of four full-time employees. This infrastructure supports and makes possible all of BC ELN's services and projects.

Collectively, BC ELN partner libraries serve over 186,000 FTEs around the province. Half of BC ELN partner libraries are small, serving less than 5,000 FTEs each. With their smaller staffing complement, the province's smaller post-secondary libraries are especially dependent on BC ELN services.

Core Values and Principles

Collaboration

Together we are stronger. We work as a collegial community in a spirit of teamwork, participation, and inclusion. We look for opportunities to form new partnerships.

Trust

The foundation of our success is respect, integrity, and accountability. We foster long-term, trust-based relationships through open and honest communication and ethical practices.

Innovation

We are creative and flexible, adapting and responding to opportunities and change.

Leadership

Our success is based on competence, expertise, and a commitment to excellence, learning, and professionalism.

Sustainability

We ensure our on-going viability through continuous improvement, cost-effectiveness, and accountability for results.

Core Services

BC ELN extends the expertise and resources of BC post-secondary libraries through a number of core services and key collaborative initiatives that include:

- negotiating consortial licenses for research databases and feature film public performance rights (PPR) on behalf of partner libraries, for which licensing costs are shared among participating institutions;
- facilitating resource sharing among partner libraries so that users will have timely access to the province's collective information resources; and
- coordinating AskAway, BC's post-secondary virtual reference service, in collaboration with participating libraries and BCcampus.

Benefits to BC Libraries and Learners

BC ELN serves as the catalyst for collaboration amongst the BC post-secondary libraries, helping individual partners achieve much more than they could independently. This translates into benefits on many levels.



Library, College of the Rockies

Benefits for Learners, Educators, and Researchers

- Access to 80+ databases across the disciplines offering online journals, reports, newspapers, and ebooks
 - Equitable access to a core suite of databases for every learner in the province through the Undergraduate Foundation Collection
 - 67 hours weekly of real-time chat-based reference services through the AskAway service
- Access to 15 million items through the BC Library Collections Gateway [OutLook OnLine, reSearcher Resource Suite and Interlibrary Loans]

Benefits for Partner Libraries

- The possibility of tapping into discounts on 80+ database licenses achieved through leveraging group purchasing power. Discounts average 30% versus direct purchasing, saving partner libraries \$834,000 in 2010
- Thousands of hours of staff time saved by obviating the need for each library to negotiate and manage license renewal processes, by facilitating interlibrary loan transactions, and by coordinating the AskAway service
- Access to the BC ELN communications infrastructure for planning purposes, budgeting, and managing change
- Services of BC ELN Client Support Specialist for database troubleshooting, platform migrations, invoicing, and statistical analysis
- Ongoing training for BC ELN supported products and services
- Participation in advocacy, lobbying, leadership, and collaborative efforts as taken on by BC ELN

I had amazing service and was very impressed with how accurately and quickly my question was answered. Also, in how friendly the librarian helping me was. I would definitely recommend this service (AskAway) to others :)

– Learner
Douglas College

I would like to thank you (and others at ELN) very much for your efforts in negotiating this package (UFC) and for understanding the financial constraints of small libraries. Having access to these databases enables our Library as well as other small libraries to offer far more than we can on our own.

– Yvonne de Souza
Head Librarian
Columbia College

Undergraduate Foundation Collection

- 6,000 full text journals
- 67% discount off list price achieved
- over 4.4 million full text downloads

Partner Libraries

- Alexander College*
- British Columbia Institute of Technology
- Camosun College
- Capilano University
- College of New Caledonia
- College of the Rockies
- Columbia College*
- Douglas College
- Emily Carr University of Art and Design
- Justice Institute of British Columbia
- Kwantlen Polytechnic University
- Langara College
- Nicola Valley Institute of Technology
- North Island College
- Northern Lights College
- Northwest Community College
- Okanagan College
- Quest University Canada*
- Royal Roads University
- Selkirk College
- Simon Fraser University
- Thompson Rivers University
- Trinity Western University
- University of British Columbia
- University of Northern British Columbia
- University of the Fraser Valley
- University of Victoria
- Vancouver Community College
- Vancouver Island University
- Yukon College*

*Associate Members

BC ELN Staff

Anita Cocchia,
Executive Director

Gordon Coleman,
Project Coordinator

Korinne Hamakawa,
Client Support

Heather Morrison,
Project Coordinator

Limited Term

Leigh Anne Palmer,
e-HLbc Coordinator

Sunni Nishimura,
AskAway Coordinator

Location

W.A.C. Bennett Library,
7th Floor
Simon Fraser University
8888 University Drive
Burnaby, BC V5A 1S6



W.A.C. Bennett Library, Simon Fraser University

Key Collaborative Partners

- The Alberta Library [TAL]
- BCcampus
- British Columbia Library Association [BCLA]
- Canadian Research Knowledge Network [CRKN]
- Consortia Canada
- Council of Post Secondary Library Directors [CPSLD]
- Council of Prairie and Pacific University Libraries [COPPUL]
- Educational Resource Acquisition Consortium [ERAC]
- International Coalition of Library Consortia [ICOLC]
- Irving K Barber Learning Centre, University of British Columbia
- Ministry of Regional Economic and Skills Development
- Ministry of Science and Universities
- Ministry of Education, Public Library Services Branch [PLSB]

Governance

BC ELN is guided by a twelve-member Steering Committee with representation from BC post-secondary libraries and affiliated stakeholders. Individual members of the Steering Committee represent the interests of their constituency group or institution, and collectively work toward the best interests and success of the entire BC ELN partnership.

The BC ELN Steering Committee takes primary responsibility for approving and monitoring BC ELN's strategic plan, priorities, service policies and outcomes.

Accountabilities

The Steering Committee is accountable to partner libraries for the services and operations of the BC ELN partnership. The Steering Committee is accountable to the Ministry of Regional Economic and Skills Development for cost effective use of BC ELN's core funding.

Scope and Authority

As the leadership group of the BC ELN partner libraries, the BC ELN Steering Committee aims to:

- Position BC ELN as a viable and sustainable initiative responsive to current, and future needs and opportunities by:
 - Planning, prioritizing, monitoring and evaluating the achievement of its Strategic Plan;
 - Securing sustained funding and provincial support by effectively communicating the value of BC ELN's services to ministry officials, post-secondary administrators, partner libraries, and related organizations;
 - Ensuring BC ELN business stability, continuity, and growth;
- Provide leadership that reflects the core values and principles articulated in the strategic plan;
- Operate a governance structure that promotes accountability and transparency in planning and decision making;
- Support and model a philosophy of authentic partner engagement as essential to BC ELN's success;
- Recognize and celebrate BC ELN's achievements with all partners.

Steering Committee Members As of December 2010

Marnie Swanson [Chair]
*University Librarian,
University of Victoria*

Mary Anne Guenther [Vice Chair]
*Coordinator of Library Services,
North Island College*

Cathy MacDonald
*University Librarian,
Kwantlen Polytechnic University*

April Haddad
*Institute Librarian,
Justice Institute of British Columbia*

Nancy Levesque
*University Library Director,
Thompson Rivers University*

Charles Eckman
*University Librarian,
Simon Fraser University*

Ingrid Parent
*University Librarian,
University of British Columbia*

Ken Cooley
*Associate University Librarian,
University of Victoria*

Todd Mundle
*Associate University Librarian,
Special Projects, Budget and Personnel,
Simon Fraser University*

Anita Cocchia
*Executive Director,
BC Electronic Library Network*

Debbie Azaransky
*Director, Agencies,
Ministry of Regional Economic
and Skills Development*

Venessa Wallsten
*University Librarian,
Quest University Canada*

Risks Affecting Performance

BC ELN operates within a context that exposes it to a number of potential risks to its success. These risks are not unique to BC ELN. They are typical to any library consortium.

Innovative collaborations and new partners will become increasingly important as resources become scarce. Selecting the best intra- and inter-institutional partners to create new services and resources will help to alleviate financial strain while supporting innovation and progress.

– *Transformational Times: An Environmental Scan Prepared for the ARL Strategic Plan Review Task Force 2009, p. 15*

Economic Environment

The global economic crisis continues to have an impact on libraries and library consortia groups like BC ELN around the world. These organizations are working with vendors to minimize the impact on the production and dissemination of scholarly information.

The International Coalition of Library Consortia [ICOLC], of which BC ELN is a long-standing member, issued a *Revised Statement on the Global Economic Crisis and its Impact on Consortial Licenses* in June 2010. Its intention is to help publishers and other content providers, from whom organizations like BC ELN license electronic information resources, better understand how the current unique financial crisis affects the worldwide information community. Its second purpose is to suggest a range of approaches that are in the mutual best interest of libraries and the providers of information services.

ICOLC's document reflects the financial realities and budgetary constraints under which many partner libraries may also be operating. These constraints may affect their ability to participate in BC ELN licenses and initiatives, and may also shift their focus from collaborative, provincial projects to a more institutional, local approach.

Continuing Evolution from Print to Electronic Formats

Learner resources [books, journals and articles, audiovisual materials and more] continue in a pattern of gradual evolution from print to electronic format, a transition which involves experimentation with business models and inspires review of copyright laws.

While some areas of learner resources, including most of the current BC ELN learner resources such as aggregated packages of journals, have achieved relative stability, the ongoing transition will necessitate careful professional attention to the renewals process over the next few years.

More types of resources are increasingly available online, including books, media, datasets, and much more. There is a strong probability of important opportunities to arise for BC ELN to coordinate cost-effective purchasing to expand learner resources in these new areas.



Education Library,
University of British Columbia

Vendor Transitions & Product Changes

Given the nature of the current economic climate, there continue to be transitions in the content vendor and product landscape.

Postmedia Network recently purchased CanWest newspapers, the core of the Canadian Newsstand databases which BC ELN licenses on behalf of its partner libraries. This change in ownership may have unforeseen impacts. Another key Canadian content source licensed by BC ELN, Canadian Business & Current Affairs, recently lost a significant portion of its full-text content. Further afield, in November ProQuest announced its acquisition of the acclaimed Congressional Information Services [CIS®] and University Publications of America [UPA] product lines from LexisNexis, another provider of several BC ELN licensed resources.

Such changes in ownership and product lines, especially those related to the provision of Canadian content, will require investigation by BC ELN to ensure ongoing access to core electronic resources. New products may need to be pursued and/or licenses renegotiated to respond to such changes.

Legislative Uncertainty

Another key risk that has the potential to affect BC ELN's performance is proposed change to Canada's copyright legislation. Currently, Bill C-32: An Act to amend the Copyright Act, has passed its second reading in the House of Commons, with committee hearings on hold until early 2011.

This bill, hailed by the Canadian Library Association for strengthening fair dealing, has the potential, if passed, to impact database and public performance rights licensing, resource sharing, and streaming media use. While some of the impacts of the passage of this legislation might result in positive change other negative impacts may result in BC ELN needing to renegotiate licenses with vendors for different kinds of rights and uses.

Recent changes to Access Copyright's educational licenses for universities and colleges, which provide permission for photocopying, document delivery/interlibrary loan copying, and the production of coursepacks, have implications for potentially significant increases in license fees and decreases in access for post-secondary institutions.

Internal Risks

In addition to the various external risks that could impact BC ELN, there are also two key internal risks which factor into its work.

The primary risk for BC ELN is reduced participation by partner libraries. The viability of some of the services that BC ELN provides could be jeopardized if partner libraries could not fully participate. Reduced participation could stem from financial, human or other resource constraints. Collaboration takes time and may not always be perceived as useful.

A second key risk for BC ELN is a reduction in base funding from the Ministry of Regional Economic and Skills Development and/or partner libraries. In this time of global economic difficulty, institutions and libraries may be facing tight budgets. As a result, they may need to consider cost-saving options or identify activities to cut. If these included a withdrawal of funds currently supporting a BC ELN service, that service could be in jeopardy for all partner libraries.

Wilfrid Laurier University librarian Sharon Brown added that her institution pays hundreds of thousands of dollars for electronic journal subscriptions and is concerned that Access Copyright's proposed tariff on digital material may be "double dipping." Mr. Wills of AUCC said that many digital copies are already subject to licences directly with publishers or other organizations such as CRKN.

– *Universities in dispute with copyright collective over fees*
University Affairs,
August 2010



W.A.C. Bennett Library, Simon Fraser University

In order to save money and streamline operations, taking advantage of consortial arrangements to eliminate duplication of activities among member libraries seems more significant than ever. Fortunately, new Internet-based technologies make collaboration more possible than ever before. Library consortia are uniquely positioned to help their member libraries in this collaborative process.

— Burke, R. (2010.) *Library consortia and the future of academic libraries*. In C. Alire & G.E. Evans (Eds.), *Academic Librarianship*. New York, NY: Neal-Schuman Publishers.

Mitigating Risks

BC ELN mitigates both external and internal risks through a range of specific and deliberate strategies.

One of BC ELN's key strategies is to demonstrate and communicate the value of its services to stakeholders. In a time of constrained budgets, the consortium is a vital method for reducing costs and "doing more with less". Through its quarterly newsletter, biannual strategic plan progress reports, annual report and institutional briefing notes, BC ELN highlights the relevance and value of the services and resources it provides.

Another key strategy is to negotiate with vendors from a position of strength. BC ELN is able to secure advantageous pricing for licensed resources and greatly reduce the rate of rise in information costs compared with the general marketplace. This strategy helps to mitigate risks related to economic, vendor and legislative uncertainty.

BC ELN also mitigates risk by freeing up partner library resources to focus on local needs and issues. Rather than duplicate services, BC ELN takes the lead in areas such as database licensing. This allows partner libraries to redirect efforts into other activities and services that will benefit their local community of students and researchers.

BC ELN has come to play a vital role in organizing and facilitating collaboration among the post-secondary libraries of BC. Many of its services are quite simply essential to its partner libraries, and no other organization has the depth of experience, the relationships, and the unique skill set required to meet the distinctive needs of post-secondary libraries.

Progress Report on Strategic Plan Priorities

BC ELN Strategic Planning processes involve extensive consultation with partner library staff and other key stakeholders, with both strategic directions and operational goals approved by the Steering Committee. This results in a highly transparent reporting structure, directly accountable to both partner libraries and the Ministry of Regional Economic and Skills Development.

In 2009, the BC ELN Strategic Plan 2006–2011 was refreshed to ensure its relevance to partner libraries. This resulted in an updated 2-year plan for 2009–2011. The work outlined in this section captures key achievements completed in 2010 relevant to the four broad goals outlined in the strategic plan refresh.

Goal 1: Enhance Our Services

1.1. Learner Resources (Licensing)

Coordinate group licensing and the purchase of information resources and other products and services.

Indicators of Achievement

- Increase databases and content available based on partner library priorities
 - Create cost savings for partner libraries (current average 30%)
 - Expand use of BC ELN Model License by vendors
-
- Renewed 83 databases with a 99.8% renewal rate among partner libraries, reflecting the on-going value of BC ELN licensing agreements
 - Upgraded 29 subscribers to enhanced products
 - Licensed 7 new products, 5 of which use the BC ELN Model License
 - Reduced average inflationary increase for 2010 to 2.01%, down from 2.18% in 2009
 - Conducted 2010 Electronic Resources Forum and Ranking Survey
 - Investigated interest in participating in Enhanced Content project coordinated by BC public libraries



McPherson Library, University of Victoria



Interurban Library, Camosun College

1.2. BC Library Collections Gateway (Resource Sharing)

Support and expand provincial resource sharing network (BC Library Collections Gateway).

Indicators of Achievement

- Expand participation in the BC Library Collections Gateway
- Create opportunities for libraries to switch from union to virtual participation in Outlook OnLine
- Provide options to Relais libraries for participation in the BC Library Collection Gateway

We may be small, but we can get it for you!
What JIBC staff say to patrons, thanks to BC ELN resource sharing services.

– *Christine-Louise Dujmovitch*
Justice Institute of BC

- 15 million items available through the BC Library Collections Gateway
- Investigated Associate Member participation in the BC Library Collections Gateway
- 1.5 million searches performed on Outlook OnLine, a portal to BC library catalogues
- Updated Outlook OnLine AGen software to Version 3.6
- Avoided \$409,500 in costs through the central licensing of the reSearcher suite, a tool that seamlessly connects learners from a citation in one electronic resource to full text available in other resources
- 1.2 million searches via the reSearcher software, 71% linking users with full text
- Enhanced CUFTS Free! Open Access Journals collection by adding more than 2,000 titles
- Organized workshop for partner libraries by reSearcher staff to highlight features of the new Electronic Resource Management (ERM) system
- Worked with select partner libraries to establish communication protocols between Outlook OnLine Interlibrary Loans Management System and RELAIS
- Facilitated over 70,000 interlibrary loans through the BC ELN software and network
- Completed over half of Fall 2010 resource sharing consultations

1.3. AskAway: Post-Secondary Virtual Reference

Develop and coordinate the provincial postsecondary collaborative virtual reference service AskAway.



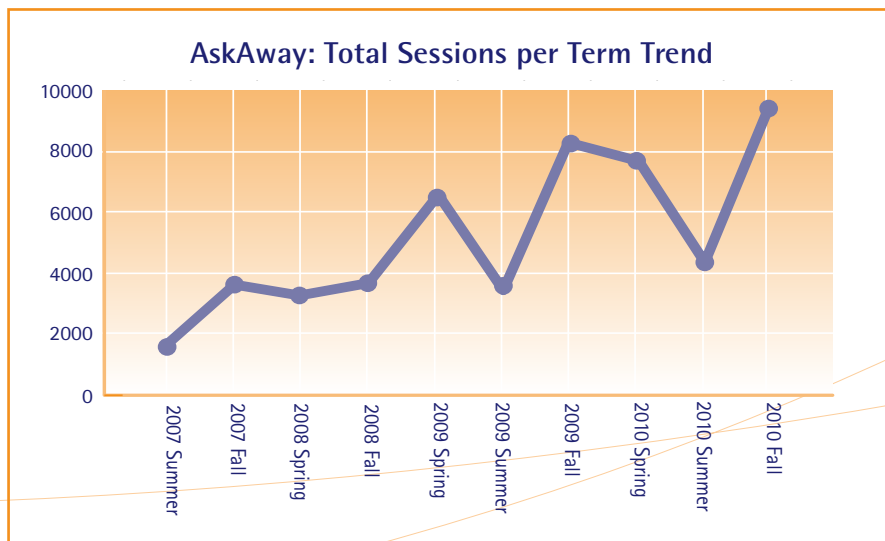
Indicators of Achievement

- Maintain user and service provider satisfaction
- Maintain 100% library participation
- Expand current service hours to meet stated need (as resources permit)
- Create opportunities for partner libraries to expand staff participation

- 93% of institutions participating, providing 227 staff hours of reference service per week for BC's post-secondary learners, educators and researchers
- \$5.02 cost per transaction for AskAway, a 10% reduction from 2009
- 42% of AskAway users are at home or off-campus
- Answered 21,096 questions, a 14% increase over the same period in 2009
- Maintained 98% user satisfaction rate
- Renegotiated license agreement with OCLC QuestionPoint, at no price increase, to provide virtual reference software for the provincial, post-secondary virtual reference service after closure of Public Library AskAway
- Set up new participating libraries, Quest University Canada and Alexander College
- Developed AskAway Service Continuity Plan to address risk avoidance in the event of a disaster
- Increased Fall 2010 staffing levels to meet increased demand, based on results of service provider survey regarding increasing traffic levels
- Submitted Shared Services Request to BCcampus, with funding confirmed in April 2010

This is a very convenient service, especially because so much research and writing is now done online and off campus. I got a very quick, friendly, efficient response and would recommend this service to others!

– Learner
Simon Fraser
University



1.4. Information Literacy

Support the creation of information literacy materials that can be shared and re-used by librarians and other BC faculty.



Indicators of Achievement

- Provide technical and communication support to community initiatives (e.g. ALPS LINK)

- Supported ALPS LINK initiative, including technical support for the portal
- Participated in planning meetings for the Fall 2010 LINK campaign, and created launch announcements and flyers



Kwantlen Polytechnic University
Surrey Campus
Learning Commons at
Coast Capital Savings Library

- Increased by 15% the number of instructional learning objects accessible through ALPS LINK through promotion

1.5. Feature Film/Public Performance Rights Licensing

Coordinate and negotiate feature film public performance rights licenses previously administered by the Advanced Educational Media Acquisition Centre [AEMAC].

- Negotiated with Audio Cine and Criterion to renew the PPR licenses; almost all libraries saw a price reduction as a result of these negotiations
- Renewed 100% of current license subscribers, and added 3 new subscribers
- Reduced support fees for all participating libraries by 5%
- Added HBO to the Audio Cine license, giving institutions the right to show HBO TV series in the classroom

Goal 2: Library Collaborations and Initiatives

2.1. Multi-sector Library Initiatives

Work with Public Library Services Branch (PLSB) and other interested stakeholders to develop a coordinated, multi-sectoral BC library approach.

Indicators of Achievement

- Multi-sector BC library approach process under development

- Worked with multi-sector partners and Harbour Publishing to create an expanded offer for KnowBC (formerly the Encyclopedia of British Columbia); this resource will continue to be available to BC ELN libraries at no charge for 2010
- Renewed CPI.Q as a three-sector license, achieving significant price reduction
- Participated in BC Books Online Steering and Executive Committees

2.2. Electronic Health Library of BC (e-HLbc)

A cross-sectoral approach to expand benefits of group licensing and to support evidence based practice for the post-secondary and health sectors.

Indicators of Achievement

- Meet contract terms for administrative services related to the consortium purchase and delivery of electronic information resources to members

- Participated in Management Committee meetings and the Fall 2010 e-HLbc Steering Committee meeting
- Primary Administrative Centre activities:
 - Facilitated the redesign and migration of the e-HLbc website
 - Negotiated consortial boutique licenses for 3 new resources
 - Facilitated review of e-HLbc governance and Terms of Reference documents
 - Coordinated e-HLbc strategic planning process

2.3. Expanded Learning Resources

Work with other sectors and stakeholders to provide access to the broadest number of information resources at best cost.



Indicators of Achievement

- Achieve sustainable Multi-Sector Bundle as supported by participating libraries
- Increase the core suite full-text resources available to post-secondary learners
- Create cost savings for partner libraries

- Undergraduate Foundation Collection [UFC]:
 - Completed negotiations with the vendor and obtained favourable price reductions and a 0% increase in the first year
 - Launched renewal; 100% of partner libraries renewed, 2 Associate Members became subscribers
 - Surveyed libraries regarding licensing other UFC products; three products identified as priorities; successfully negotiated extended (free) access to these products until trials could be carried out in September
 - Licensed LISTA, Professional Development Collection and World Book for a total of 21 license participants

I am a third year nursing student. I have used your electronic library many many times! It has been a life saver. I use it to research peer-reviewed scientific articles and always seem to find what I am looking for. My instructors often comment on the excellent resources on my reference list!

– Nursing Student

Thanks for all of your efforts to keep these databases affordable! (regarding the UFC)

– Ted Goshulak,
 University Librarian,
 Trinity Western University

2.4. Coordinated National Licensing

BC ELN participates in Consortia Canada. Licenses are coordinated at a national level, with each consortium office taking a lead on specific offers.

Indicators of Achievement

- Create cost savings for partner libraries through shared national licensing
- Increase number of Consortia Canada licenses for benefit of partner libraries

- Led 3 major license renewals – Oxford University Press, Lexis Nexis, Globe and Mail – impacting hundreds of libraries across Canada
- Renewed 14 products led by Consortia Canada
- Webmaster for Consortia Canada website

Goal 3: Develop Digital Collections

- 3.1. *Facilitate the Creation of Digital Collections and*
- 3.2. *Provincial Institutional Repository [IR]*



Play a facilitative role in provincial digitization initiatives and institutional repository development.

Indicators of Achievement

- Facilitate meeting(s) to identify needs and opportunities
- Offer support and expertise as requested by partner libraries
- Support the BC Digitization Coalition with recommendations from the BC Digitization Symposium Report
- Partner with BC Digitization Coalition in areas such as the West Beyond the West portal development, Digital Collection Builder, etc.

- Facilitated discussion at the June 14 All-Partners meeting allowing directors to share information on activities and needs in the areas of digitization and institutional repositories
- Continued to play an active role in the BC Digitization Coalition:
 - Coordinated and supported the June 15 Digitization Update event, which brought in speakers to discuss provincial and national digitization news
 - Chaired the Provincial Digitization Portal Working Group, a sub-group of the BC Digitization Coalition which is investigating options for the next version of the West Beyond the West search portal

Goal 4: Raise our Profile & Strengthen Infrastructure

4.1. Target Communication for Different Audiences

Further develop and refine BC ELN communications through targeting messages and marketing for different audiences.

Indicators of Achievement

- Provide feedback opportunities to ensure a highly functioning BC ELN website for partners
- Enhance communications vehicles: listserv messages, website, quarterly newsletter BC ELN Connect, biannual Progress Reports, brochure, information briefings, etc.

- Developed institution specific briefing tools for meetings with new Directors
- Created and released newsletters, progress reports and updates

4.2. Strengthen our Infrastructure

Ensure that BC ELN has the resources it needs (human, financial, physical, information and strategic direction) to meet its Strategic Vision Goals effectively and efficiently.

Indicators of Achievement

- Provide expenditure plans to the BC ELN Steering Committee for endorsement
- Provide appropriate communication tools to ensure accountability to Ministry and partner libraries
- Ensure 2011-2016 BC ELN Strategic Plan process meets needs of Ministry and partner libraries

- Developed and released second Innovation and Success Report 2009
- Revised, endorsed and released Steering Committee Terms of Reference and Procedures
- Prepared a transition plan outlining the switch to the new Steering Committee structure, and coordinated elections of new representatives
- Continued a series of iterative updates to and weeding of the BC ELN website, focusing on navigation and on consistent structure across top level pages
- Began planning for new 5 year Strategic Plan 2011-2016

4.3. Membership Criteria

Develop a set of membership criteria, including roles and responsibilities, for BC ELN partner libraries that are condensed, simple, focused and allow for the membership of private institutions.

Indicators of Achievement

- Provide pilot opportunities for private institutions interested in Associate Membership
- Articulate roles and responsibilities of Full and Associate Members

- Welcomed Alexander College as Associate Member after successfully completing a pilot year
- Developed and launched Benefits and Responsibilities for BC ELN members, outlining the value of BC ELN services and responsibilities of full and associate members

ELN has a great website with wonderful functionality, and customized so that we can find the information that relates specifically to our library.

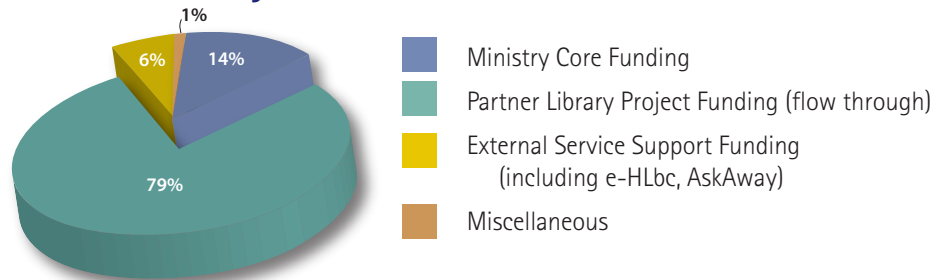
– Danuta Zwierciadlowski
eResources and
Journals Librarian
Emily Carr University of
Art and Design

Financials

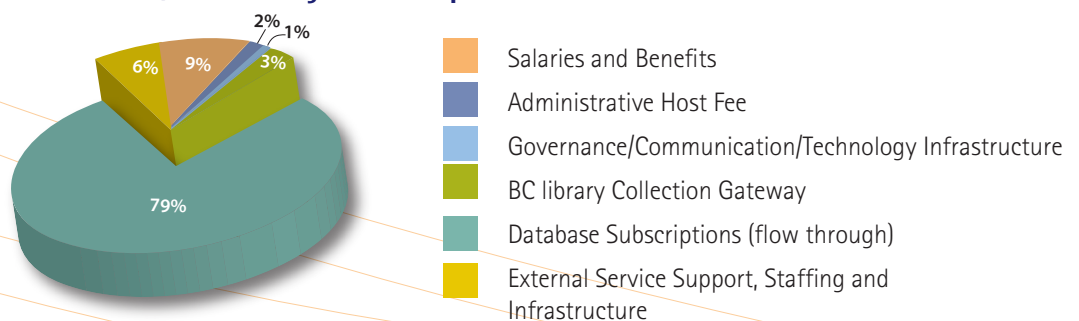
Included are the projected 2010/2011 and proposed 2011/2012 overview budgets, plus four project budgets.

	2010/2011 Projected Expenditures	2011/2012 Proposed Expenditures
Revenue		
Ministry Core Funding	485,417	485,417
Partner Library Project Funding (flow through)	2,719,000	2,700,000
External Service Support Funding (including e-HLbc, AskAway)	201,040	211,800
Miscellaneous	29,644	31,800
Total Revenue	3,435,101	3,429,017
Expenditure		
Salaries and Benefits	330,010	337,093
Administrative Host Fee	56,000	56,000
Governance/Communication/Technology Infrastructure	25,134	20,000
BC Library Collection Gateway	103,917	104,124
Database Subscriptions (flow through)	2,719,000	2,700,000
External Service Support, Staffing and Infrastructure	201,040	211,800
Total Expenditures	3,435,101	3,429,017
Revenue - Expenditure	0	0

BC ELN 2010/2011 Projected Revenue



BC ELN 2010/2011 Projected Expenses



- Core Administration and Gateway: supports and makes possible all of BC ELN's services and projects.

Core Administration and Gateway	2010/11 Projected \$		2011/12 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Ministry Core Funding	485,417		485,417	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, etc.)	29,644		31,800	
Total	515,061		517,217	
Salaries & Benefits (3 Librarians, 1 support staff)		330,010		337,093
Administrative Host Support		56,000		56,000
Governance/Communication Infrastructure		19,476		15,000
Technology Infrastructure		5,658		5,000
BC Library Collections Gateway - reSearcher Suite - resource linking software - Union databases and integrated online requesting service		34,917 69,000		35,124 69,000
Total		515,061		517,217
Revenue-Expenses		0		0

- Learner Services: a 'flow-through' financial activity.

Project: Learner Services	2010/11 Projected \$		2011/12 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Partner Library Contributions	2,719,000		2,700,000	
Total	2,719,000		2,700,000	
Payments to vendors		2,719,000		2,700,000
Total		2,719,000		2,700,000
Revenue-Expenses		0		0

- AskAway: funded on a partnership model between BCcampus and participating libraries.

Project: AskAway- Online Help at Point of Need	2010/11 Projected \$		2011/12 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCcampus Support	66,000		69,000	
Partner Library Service Support Fee	41,240		45,000	
Total	107,240		114,000	
Service Support		85,000		91,000
Governance/Technical Infrastructure		22,240		23,000
Total		107,240		114,000
Revenue-Expenses		0		0

- e-HLbc: BC ELN provides professional and administrative services on a cost-recovery basis.

Project: Electronic Health Library of BC: e-HLbc	2010/11 Projected \$		2011/12 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCAHC Administrative Fee	93,800		97,800	
Total	93,800		97,800	
Coordination and Staffing		87,581		91,800
Communication/Technical Infrastructure		6,219		6,000
Total		93,800		97,800
Revenue-Expenses		0		0



Scaffolding New Services

As the scaffolding that supports efficient system-level library services, BC ELN is a critical piece of the post-secondary architecture in the province. As new services and resources become self-sustaining, such as AskAway and the Undergraduate Foundation Collection, BC ELN can then redirect its energy, resources, expertise and support to exploring new innovations on the horizon.

What changes and innovations are on the horizon for post-secondary libraries? In June 2010, the Association of College and Research Libraries surveyed academic libraries and reviewed the current literature to identify the top ten trends in academic librarianship, higher education, and the broader environment.

As these trends take hold in BC post-secondary libraries, BC ELN may begin to:

- fill gaps in licensing new kinds of resources [e.g. electronic data files, assessment/survey tools]
- explore how to innovate existing services [e.g. AskAway] to better deliver them via mobile technologies

2010 Top Ten Trends in Academic Libraries

- Library collection growth is driven by patron demand and will include new resource types.
- Budget challenges will continue and libraries will evolve as a result.
- Changes in higher education will require that librarians possess diverse skill sets.
- Demands for accountability and assessment will increase.
- Digitization of unique library collections will increase and require a larger share of resources.
- Explosive growth of mobile devices and applications will drive new services.
- Increased collaboration will expand the role of the library within the institution and beyond.
- Libraries will continue to lead efforts to develop scholarly communication and intellectual property services.
- Technology will continue to change services and required skills.
- The definition of the library will change as physical space is repurposed and virtual space expands.

— *College & Research Libraries News*,
71(6), 286-292.

- develop deeper expertise in new areas [e.g. copyright/ intellectual property] in order to better understand issues relevant to its partner libraries

However these new innovations and changes take shape, BC ELN looks forward to working with its member libraries, stakeholders and partners in 2011 to review and refine existing projects and services and seek new opportunities for collaborations that will support BC post-secondary libraries and learners. Some activities are already underway, planned or emerging, including:

- facilitating the BC ELN strategic planning process for 2011-2016;
- establishing an AskAway Emerging Technology Committee to explore the potential of integrating text messaging via mobile devices into the service;
- investigating opportunities for the licensing of streaming video on behalf of partner libraries; and
- participating in the proposal to establish WriteAway, an online writing service which will connect learners at BC colleges and universities to expanded effective and convenient writing help.

Much like other shared services operating in the province, BC ELN will fulfill its role supporting BC post-secondary libraries by facilitating collaboration which complements other library and post-secondary initiatives. In addition, it will continue to add value, reduce database licensing and service costs, maximize access to electronic resources and services, and leverage library and provincial resources to support world-class teaching, learning and research.



