



Innovation & *Success*

REPORT 2008



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I. Executive Summary

The BC Electronic Library Network (BC ELN) is a partnership between the Province of British Columbia and its public 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 post-secondary learners, educators, and researchers at the lowest possible cost.

BC ELN's core services on behalf of post-secondary libraries include:

- Licensed electronic resources (databases and search engines) which make journals, newspapers, and ebooks available online to learners.
- The BC Library Collections Gateway, a network that allows learners to quickly discover and obtain library resources from across the province.
- AskAway, a chat-based service enabling learners to connect with librarians and receive research assistance.

Collectively these services support the success of learners, educators and researchers by greatly increasing the resources and collections available to them and by reducing barriers to access.

BC ELN achieves financial efficiencies for its partner libraries through central coordination and purchasing. The 2009-10 proposed base budget of \$486,000 from the Ministry of Advanced Education and Labour Market Development covers the core

BC ELN is:

- » **System focused:** Every dollar spent or saved benefits learners at 30 BC post-secondary institutions
- » **Cost-effective:** Provincial costs are kept low through efficiencies, innovation and negotiation
- » **Equitable:** BC ELN levels the "playing field" for the province's learners and researchers by ensuring that high quality scholarly, scientific and professional information is available in all regions across BC



BC ELN serves 30 partner libraries including 13 universities, 14 colleges, and 3 institutes. Over 180,000 learners benefit from BC ELN services.

administrative costs of the office and makes possible all of BC ELN's services and projects. BC ELN leverages this small budget to provide a vastly greater value for post-secondary libraries and institutions across the system. Key cost savings and value added include:

- Achieving cost savings in the millions of dollars through negotiating group discounts on purchases of software, databases, and services.
- Leveraging existing investments in libraries by ensuring learners have access to collections across BC.
- Enabling service expansion far beyond what the resources of an individual library could sustain, thereby benefiting tens of thousands of learners.
- Saving countless hours of partner library staff time through central coordination and consolidation.

Many BC ELN service areas and initiatives operate on a financial partnership model, with stakeholders making monetary or in-kind contributions to cover the costs. The AskAway service is now transitioning to a sustainable funding model through this kind of partnership, and BC ELN is planning a similar transition for the Multi-Sector Bundle database package.

Over the twenty years of its operation 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 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 academic libraries.

Indeed it is in a time of constrained budgets, when desired goals exceed institutional budgetary possibilities that the value (or necessity) of working together is most obvious. BC ELN will continue to move forward, seeking opportunities for new services and initiatives which will support the missions of its post-secondary partner libraries in a cost effective manner and benefit the learners, educators, and researchers of BC.

"What are the strengths of BC ELN? Leadership in collaborative activities; building partnerships; negotiating with vendors. BC ELN achieves reductions in prices and access for all BC post-secondary students to resources."

Lynn Copeland, SFU

II. BC ELN – History and Structure

Twenty years ago the Ministry of Advanced Education and Labour Market Development announced an “Access for All” educational strategy. This strategy was designed to increase the capacity of university, college and institute programs, develop degree-granting “university colleges”, expand open learning opportunities, create

partnerships across diverse sectors, and foster innovation through the use of new technologies. BC ELN was developed as the mechanism through which the “Access for All” strategy would be implemented in post-secondary libraries.

Responsibility for the administration of BC ELN is assigned by the Province of British Columbia to Simon Fraser University (SFU). BC ELN is defined as a provincial, system-wide service rather than as an operating unit of SFU. In this way, BC ELN functions as both a service to, and a partnership with, the public post-secondary libraries in British Columbia.

BC ELN is guided by a Steering Committee with representation from BC post-secondary libraries and affiliated stakeholders, and has a staff of four full-time employees. The BC ELN Executive Director is responsible for recommending and administering appropriate policies for the management of BC ELN.

“BC ELN understands the challenges of various organizations - so, not a one size fits all approach. There is an astute awareness that not all consortial players have the same needs or abilities, BC ELN is still able to move us all forward.”

Leonora Crema, UBC

“From the earliest days, ELN has been at the forefront of database licensing and for a small institution, with limited expertise and time, it made our entry into electronic resources affordable and possible. What made it possible was ELN’s excellent communication about technical issues, the provision of training and just plain hand-holding.”

Sheila Wallace, ECUAD



III. BC ELN’s Core Services to BC’s Post-Secondary Libraries

BC ELN’s role is to provide system-wide access to resources and services for the benefit of learners, educators and researchers across BC. This section provides an overview of BC ELN’s core services and initiatives. They are grouped into four categories:

- Learner Resources.
- BC Library Collections Gateway.
- AskAway – Online Help at the Point of Need.
- Other Collaborations and Initiatives.

For a more extensive list of BC ELN’s ongoing projects and initiatives, see Appendix B: 2008/2009 Strategies and Milestones.

Learner Resources

On behalf of BC post-secondary libraries, BC ELN negotiates licenses for electronic information resources. These databases and search engines make available an array of online journals, reports, newspapers, and ebooks to learners, educators and researchers across the province. Covering subjects from the health sciences to business to the fine arts, these resources provide vital information in a wide variety of disciplines. BC ELN’s key roles include: negotiating for best pricing, achieving optimum contract terms

and conditions, and carrying out consolidated invoicing.

- » 95 products licensed
- » Average 40% savings from list price
- » 48,150 full text journals and ebooks

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 nimble and flexible, creatively 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.

BC ELN's newest licensing project is the Multi-Sector Bundle. This is a suite of resources available for use by all British Columbians through their public, post-secondary, or K-12 libraries. Leveraging the buying power of the three sectors, BC ELN achieved unprecedented levels of pricing discounts for its libraries. The Multi-Sector Bundle is discussed in greater detail in section V. "Project Snapshots."

The BC Library Collections Gateway

From enabling the discovery of resources on a topic to getting those materials into learners' hands, BC ELN's technology infrastructure and partnership network greatly expand the scope of what is available to BC's learners. This group of services is collectively called the "BC Library Collections Gateway". The Gateway includes:

- The reSearcher suite, which seamlessly connects learners from a citation in one electronic resource to fulltext available in other sources.
- OutLook OnLine, a portal to BC's library catalogues that represents the combined collections of public and post-secondary libraries in British Columbia. This means that if a desired item is available somewhere in BC, the learner will be able to obtain it.
- An online document requesting and delivery service that brings an item to the location where it is needed.

Learners benefit by having the collective resources of the province's libraries at their fingertips. The BC Library Collections Gateway leverages the collections of BC's libraries and lowers barriers to library sharing of resources.

- » 17 million items available through BC Library Collections Gateway; more than half a million searches each year
- » Over 1.1 million citations connected seamlessly with full text in other databases and/or library print holdings



- » 27 participating partner libraries
- » 67 hours of service/week to students
- » 50% of users are logging in from home
- » Nearly 28,000 questions answered

AskAway – Online Help at Point of Need

AskAway enables real-time, chat-based communication for learners when they need it. With the click of a mouse, students can connect with a librarian and receive expert research assistance. AskAway is described in greater detail in section V. “Project Snapshots.”

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BC ELN Services in Action!

Niki is a college student. She’s looking for books and journal articles for an essay on tourism in BC and the impact of the 2010 Olympic Games. She begins her search in a database called “Academic Search Premier”, one of the [learner resources](#) licensed by her library through the BC ELN as part of the [Multi-Sector Bundle](#). Niki can’t find much on her topic, so she decides to connect with [AskAway](#), the chat reference service. A librarian works with her to determine what type of materials she needs and together they find some excellent references, including articles and books. Niki quickly and easily accesses the articles by clicking a button labeled “Find Article.” What Niki doesn’t know is that she is connecting with the [reSearcher](#) software, which will locate the articles in other databases and allow her to click directly to those articles. Niki and the librarian she’s connected to also determine there’s a good book relevant to her topic. Her college library doesn’t own it, but a university library nearby does. Niki, using the [portal to BC’s library catalogues \(OutLook OnLine\)](#), is able to make an online request for the book and it will be delivered to her library within a few days. Niki not only has materials for her paper but has also learned research skills that will enhance her success throughout her entire program and beyond.



Other Collaborations and Initiatives

BC ELN works on a wide variety of other projects and initiatives. Many of these involve collaborations with partners inside and outside the post-secondary sector. Some examples of current partners include the BC Academic Health Council, BCcampus, Consortia Canada, The Alberta Library (TAL), the Educational Resource Acquisition Consortium (ERAC), and public and health libraries.

- **The Electronic Health Library of BC (e-HLbc):** BC ELN was selected by the BC Academic Health Council (BCAHC) to serve as the Administrative Centre for the e-HLbc consortium. e-HLbc provides the post-secondary and health care community of British Columbia with easy, equitable access to online health library resources. BC ELN provides professional and administrative services on a cost-recovery basis. For more information on the e-HLbc budget please see Appendix A: Financials.
- **Library 2020 – Building the BC Library:** Library 2020 holds out the promise of even greater efficiencies and services by expanding cooperation to encompass public and K-12 libraries. Following on the success of the 2007 Library 2020 Symposium, BC ELN is an active participant as the Library 2020 Interim Steering Committee completes its first round of consultations and research. Library 2020 will offer opportunities for collaboration with other sectors, while at the same time preserving the essential focus BC ELN provides on the distinctive needs of the post-secondary learners.

“BC ELN’s involvement in the Electronic Health Library of BC (e-HLbc) showcases BC ELN at its best. The success of BC ELN in getting buy-in from all post-secondary libraries really demonstrates vision, leadership and a long history of support partnerships and collaboration.”

Mary Ann Guenther,
North Island College

- **Academic “One-Card”:** BC ELN was recently tasked by its Steering Committee with implementing post-secondary reciprocal borrowing on behalf of BC ELN partner libraries. Learners, educators and researchers will be able to visit any participating post-secondary library to access resources and borrow books.
- **Expanded Licensing:** BC ELN engages with other library consortia across Canada, including The Alberta Library (TAL) and Consortia Canada, a cooperative group of Canadian library consortia, in joint licensing of electronic information resources. This brings the clout of national buying power to BC.
- **Strengthening Membership Criteria:** BC ELN created a process to allow private post-secondary libraries to apply for membership in BC ELN. A pilot is underway with Quest University Canada.
- **Information Literacy:** BC ELN is collaborating with organizations such as the Academic Librarians in Public Service (ALPS) and BCcampus to develop a repository of learning objects to support academic librarians in their instructional roles.



IV. BC ELN Financial Overview

From a financial perspective, the role of BC ELN is to achieve efficiencies for partner libraries through central coordination and purchasing. By coordinating services at the system level, BC ELN leverages its small budget to enable a suite of services that provides a vastly greater value for post-secondary libraries and institutions across the system.

Core Administration and Gateway

Overview

The Ministry contribution of \$473,000 (for 2008/2009) covers the core administrative costs of the BC ELN office, including a permanent staff of four full time employees and the technologies that make up the BC Library Collections Gateway. This infrastructure supports and makes possible all of BC ELN's services and projects.

Cost Savings and Value Added

- **Leverages existing investments in libraries** by ensuring learners, educators, and researchers have access to all collections across BC.
- **Results in avoided costs of at least \$390,000 per year** (the cost for partner libraries to license and support reSearcher-type software on their own).
- **Saves thousands of hours of staff time** for partner libraries by facilitating inter-library lending and consolidating invoices.



Core Administration and Gateway Budget

(all figures in thousands)

	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Ministry Funding	473		486	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, Information Literacy Project)	15		29	
Total	488		515	
Salaries & Benefits (3 Librarians, 1 CUPE)		297		320
BC Library Collections Gateway				
■ reSearcher Suite –resource linking software		31		33
■ Union databases and integrated online requesting service		86		86
Administrative Host Support		56		56
Governance/Communication Infrastructure		16		17
Misc. Technological Costs		2		2,5
Total		488		515
REVENUE - EXPENSES		0		0

Learner Resources

Overview

Database licensing is a “flow-through” financial activity. BC ELN pays vendors and then invoices each library for their share of the costs.

Cost Savings and Value Added

- **Achieves estimated cost savings of \$1.2 million per year** through negotiating group purchase discounts at an average 30% off “retail” prices.
- **Provides “core” databases**, enabling libraries to devote resources to licensing the specialized content of value for their unique programs.
- **Saves significant staff time and administrative costs** through central negotiation and invoicing.

Ministry funding for the Multi-Sector Bundle is \$250,000 over two years. Because of the deep discounting made possible by the three-sector approach for the Multi-Sector Bundle package, the post-secondary library sector alone is seeing avoided costs of more

than \$400,000 through this initiative. More information on the Multi-Sector Bundle’s sustainability plans for the 2010-11 year is available in section V. “Project Snapshots.”

Learner Resources Budget

(all figures in thousands)	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Partner Library Contributions	2,400		2,520	
Multi-Sector Bundle Funding	125		125	
Total	<u>2,525</u>		<u>2,645</u>	
Payments to vendors		2,525		2,645
Total		<u>2,525</u>		<u>2,645</u>
REVENUE - EXPENSES		0		0

AskAway – Online Help at Point of Need

Overview

AskAway is funded on a partnership model, with stakeholders making monetary and staffing contributions to cover the costs associated with the service. Through AskAway, institutions collaborate on staffing, take advantage of cooperative purchasing discounts for software and marketing materials, and create efficiencies via centralized scheduling and training.

Cost Savings and Value Added

- **Expands service through cooperation and cost-sharing.** Libraries contribute as little as three hours per week and receive 67 hours per week of service. Without cooperation this level of service would be inconceivable, even to the province’s largest post-secondary libraries.
- **Benefits over 180,000 BC post-secondary learners** who now have unprecedented access to this research assistance service.
- **Achieves a service with a value in the millions of dollars at a system cost of only \$440,000.** (The

estimated cost of AskAway if re-created on a non-collaborative basis is \$3.5 million.)

With the ending of Ministry seed funding, AskAway is transitioning to a new model that will likely involve increased financial contributions by partner libraries. More information on AskAway’s sustainability plans is available in section V. “Project Snapshots.”

AskAway Budget

(all figures in thousands)

	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Ministry One-time Funding	60		0	
BCcampus Support	60		65	
Partner Library Staffing Contributions	337		345	
Partner Library Service Support Fee (Proposed)	0		40	
Total	<u>457</u>		<u>450</u>	
Partner Library Staffing Contributions		337		345
Service Coordination		95		75
Technical Infrastructure		25		30
Total		<u>457</u>		<u>450</u>
REVENUE - EXPENSES		0		0



V. Project Snapshots

Following are two “project snapshots.” They detail BC ELN’s most important maturing initiatives, the Multi-Sector Bundle and AskAway. Goals, project beneficiaries, measurements of success and sustainability plans all offer a perspective on BC ELN’s role in creating innovative and cost-effective services which support the learners, educators, and researchers of the BC post-secondary system.

Multi-Sector Bundle – Equitable Access across BC

Project Goals and Beneficiaries

The Multi-Sector Bundle is a joint initiative between the public, post-secondary, and K-12 libraries of BC to license a multi-disciplinary suite of electronic resources for all British Columbians. The initiative:

- Ensures equitable access for post-secondary learners, as all partner libraries will enjoy the same core set of resources.
- Reinforces learner achievement across the K-16 education continuum. Learner familiarity with a common suite of high quality resources smoothes transitions from high school to a post-secondary program and then on to the working world.
- Allows libraries to benefit from guaranteed advantageous system pricing and zero or minimal renewal increases.

The Ministry of Advanced Education and Labour Market Development has contributed \$250,000 over two years to support the participation of post-secondary libraries.

“If it is wasn’t for ELN, our library would never be able to afford the wide variety of access that we provide now.”

April Haddad, Justice
Institute of BC



“Thanks to the new BC ‘core’ databases initiative, we have virtually doubled our online journals.... Our new ‘health’ and ‘business’ bundles are popular. Journal database statistics show that our total use went up another 28% in 2007/2008.”

Kathy Plett, College of
New Caledonia

Measurements of Success

The initiative was launched six months ago and BC ELN has implemented access for all partner libraries. An evaluation of the impact of the Multi-Sector Bundle will commence at the one year mark and will include both quantitative and qualitative measures such as analysis of usage statistics and surveys of stakeholders. A report will be presented to the Ministries by the three partnering sectors.

Multi-Sector Bundle Risks and Sustainability

The principal risk for the Multi-Sector Bundle initiative is long-term sustainability. The viability of the Multi-Sector Bundle is predicated on the continuing “healthy” participation by BC ELN’s two sectoral partners (the public and K-12 libraries) and on the ability of its own partner libraries to fund the “gap” amount when Ministry support ends in the third year. BC ELN is currently developing a strategy for ensuring sustainability. The first phase will be a consultation with partner libraries commencing in the spring of 2009. A number of possible scenarios are envisioned:

- Partner libraries may contribute the additional funds on a balanced cost-sharing model.
- The content of the Multi-Sector Bundle may be adjusted to better fit the needs of libraries.

The Multi-Sector Bundle includes more than 10,000 fulltext journals, 1,000 ebooks, 6,000 country and industry reports, and hundreds of maps, case studies, and primary documents.

AskAway – Online Help at Point of Need

Project Goals and Beneficiaries

BC's award winning provincial virtual reference service, AskAway, enables real-time, chat-based communication for learners when they need it. With the click of a mouse, learners can connect with a librarian and receive expert research assistance. Staff from 27 post-secondary libraries across BC chat online with learners, providing convenient, timely access to province-wide reference resources beyond the restrictions of library building and opening hours.

BC ELN coordination enables AskAway libraries to leverage existing infrastructure and resources. The AskAway Advisory Committee, made up of representatives from partner libraries, advises the BC ELN Office and the Coordinator and guides the development of the service.

Measurements of Success

On-going evaluation in order to measure both learner and partner library needs is critical to the success of AskAway. Learner exit surveys and statistical reports are continuously monitored and reported back to the institutions. The reports are used to ensure the highest possible standard of service is maintained.

Sustainability

With over three years of highly successful service, AskAway has proven itself as a core component of the library response to learner

- » 98% user satisfaction rate
 - » 190% question increase with new chat widgets in use at 13 libraries
 - » 57% users ask questions while searching for online resources
- preferences for increasingly flexible and adaptable learning options. The AskAway Advisory Committee is currently discussing several strategies for achieving overall sustainability while maintaining current service levels, including the possibility of implementing a partner library service support fee. It is planned

“What a fabulous service. I searched on my own unsuccessfully and thought I’d get a pro to help. I really think it is great to have this service and especially that it is available in the evening when I get around to my school work. Thanks to everyone who thought of it and help make it such a great service.”

AskAway Learner

that the Committee will endorse a sustainability strategy at their next meeting.

AskAway Risks, Mitigation, and Opportunities

The primary risk to AskAway is losing the support of any one of the partner libraries. An institution that withdraws from the service would remove not only staff hours but service support, placing a greater load on the remaining libraries. To mitigate this risk, BC ELN and the Coordinator work hard to:

- Promote the vision and benefits of being a member institution.
- Ensure that the service does not place unfair burdens on any one type of institution.
- Be responsive to partner library concerns.

“AskAway is a key component of the government’s election commitment to expand library access and services to British Columbians across the province.”

Ministry of Advanced Education, NEWS RELEASE, Oct. 17, 2006.

In the future, BC ELN anticipates that AskAway will continue to build on the productive and positive partnerships created both within and across sectors. There are opportunities to be explored for AskAway as a key service in BCcampus’ proposed BC Learning Gateway. The expertise that BC ELN and its partner libraries have acquired in establishing AskAway as a successful collaborative service can be applied to the creation of other provincial services supporting BC learners, educators and researchers.



VI. BC ELN Risks, Mitigations & Opportunities

The chief risk for BC ELN is reduced participation by partner libraries or reductions in base funding. In a time of limited economic growth, when institutions may be facing tight budgets, the viability of some BC ELN services may be jeopardized if partner libraries cannot fully participate.

The primary mitigation is for BC ELN to continue to communicate the importance and value of cooperation. In a time of constrained budgets, the consortium is a vital method for reducing costs and “doing more with less”. The current economic climate is a significant opportunity to move forward collaboratively. It is often when desired goals exceed institutional budgetary possibilities that the value (or necessity) of working together cooperatively is most obvious. 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 academic libraries.

For this reason, BC ELN is optimistic about the possibilities for new projects and increased collaboration that will benefit the post-secondary libraries of BC. Two initiatives in particular hold the promise of fundamentally enhancing library services in BC in the near future.

West Beyond the West – BC History Comes Alive Online

Digitizing historical documents and photographs and making them available for free online will transform possibilities for academic, K-12 and community-based researchers. Libraries around the world are leading the way in creating digital collections of historical records. BC ELN, building on the excitement generated by the December 2008 multi-sectoral BC Digitization Symposium,

“My key point is that history is too important to be boring and that the digital technology makes it possible to engage students and the public in the past in new and exciting ways.”

John Lutz,
Department of History,
University of Victoria

sees an opportunity to work collaboratively with post-secondary libraries as well as other partner organizations including archives and museums to coordinate digitization activities and ensure that the rich cultural heritage of BC is available online.

Gateway to the Research Output of BC's Universities

BC's post-secondary research institutions produce a wealth of studies and publications in areas important to public life such

"At a provincial level, I have long been concerned there is not adequate understanding of, or access to, the work done in post-secondary institutions regarding public policy questions.... there is no central "clearinghouse" to help potential learners navigate to them. Advances in technology, led by skilled systems designers and librarians, can bring all of this information within the reach of a few clicks of a computer mouse."

Geoff Plant,
Campus 2020 Report

as politics, governance, the environment, urban and rural planning, justice, and health. Much of this work is inaccessible to ordinary people because it is scattered among thousands of journals and websites. BC ELN sees an opportunity to work collaboratively with BCcampus to develop a gateway that will make this research available to all British Columbians.



VII. The Path Forward

BC ELN has established itself as a leader in delivering innovative services supporting learning and research across the province. Through its system-focused, cost-effective projects and services, BC ELN plays a significant role in providing key services to post-secondary libraries across BC.

With a small amount of core funding from the Ministry, BC ELN is able to leverage its partnerships into services that bring immeasurable value to the province. This core funding is complemented by substantial and increasing investments from partner libraries in the form of not only monetary contributions,

but also in the form of guidance, time and ongoing trust. BC ELN is an organization with a history of forming successful partnerships not only with its partner libraries but beyond traditional sectors as well. The results are growing efficiencies for the system and a solid base for future innovation.

In 2009/2010, BC ELN looks forward to working with partner libraries and vendors to navigate the current economic downturn, but also to seize the opportunity for expanding collaborations that are presented when the possibilities for moving forward exceed what can be done by institutions working on their own. BC ELN's services have become essential to BC post-

secondary libraries, institutions, learners and researchers. Without BC ELN as a central coordinating body and an innovative leader, these essential services would not exist, leaving BC's learners, educators and researchers at a significant loss.

"It is inexpressible how much our ability (as a fairly small, not rich, institution) to do our jobs has changed for the better since ELN started – and it keeps getting better."

Nancy Henwood,
Camosun College

VIII. Appendices



Appendix A Financials

This section presents the combined BC ELN financial picture. It includes four components:

- **Core Administration and Gateway:** supports and makes possible all of BC ELN’s services and projects.
- **Learner Services:** primarily a “flow-through” financial activity.
- **AskAway:** funded on a partnership model with stakeholders making monetary or staffing contributions to cover the costs associated with the service.
- **e-HLbc:** BC ELN provides professional and administrative services on a cost-recovery basis.

Core Administration and Gateway

(all figures in thousands)

	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Ministry Funding	473		486	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, Information Literacy Project)	15		29	
Total	<u>488</u>		<u>515</u>	
Salaries & Benefits (3 Librarians, 1 CUPE)		297		320
BC Library Collections Gateway				
■ reSearcher Suite –resource linking software		31		33
■ Union databases and integrated online requesting service		86		86
Administrative Host Support		56		56
Governance/Communication Infrastructure		16		17
Misc. Technological Costs		2		2,5
Total		<u>488</u>		<u>515</u>
REVENUE - EXPENSES		0		0

Learner Services

(all figures in thousands)

	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Partner Library Contributions	2,400		2,520	
Multi-Sector Bundle Funding	125		125	
Total	<u>2,525</u>		<u>2,645</u>	
Payments to vendors		2,525		2,645
Total		<u>2,525</u>		<u>2,645</u>
REVENUE - EXPENSES		0		0

AskAway

(all figures in thousands)

	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Ministry One-time Funding	60		0	
BCcampus Support	60		65	
Partner Library Staffing Contributions	337		345	
Partner Library Service Support Fee (Proposed)	0		40	
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Partner Library Staffing Contributions		337		345
Service Coordination		95		75
Technical Infrastructure		25		30
Total		<u>457</u>		<u>450</u>
REVENUE - EXPENSES		0		0

e-LLbc

(all figures in thousands)

	2008-09 Projected \$		2009-10 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCAHC Administrative Fee	86,5		89,8	
Total	<u>86,5</u>		<u>89,8</u>	
Coordinator		48		59,9
Communication/Technical Infrastructure		38,5		29,9
Total		<u>86,5</u>		<u>89,8</u>
REVENUE - EXPENSES		0		0

Appendix B 2008/2009 Strategies and Milestones

BC ELN’s five year Strategic Plan was developed in 2006 through broad-based consultation with partner libraries and other key stakeholders. The planning process included an extensive environmental scan, review of existing projects and services, and an appreciative inquiry exercise to build the future on the basis of what BC ELN does best. The vision of the 2006-2011 BC ELN Strategic Plan challenges BC ELN to develop leadership in new services and innovative multi-sectoral initiatives.

Currently, BC ELN is mid-way through the five-year cycle and in early stages of planning a “refresh” of the Strategic Plan. A refresh of the BC ELN Strategic Plan is necessary for the best possible reasons. First, visionary goals are being transformed into programs and services that are already meeting the needs of BC post-secondary learners and researchers. Second, significant progress in almost every service area is driving a need to set new operational targets. Finally, technology and environmental factors are providing a window of opportunity for new initiatives.

The section below groups BC ELN’s major services and initiatives under four high-level strategic areas. Major strategies and milestones for 2008/2009 are listed in the column to the right.

Enhancing our Services

Licensing

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

- Renewed 95 products
- Licensed 3 new products
- Developed operating pilot project with five partner libraries for access to provincial GIS data sets held by the Integrated Cadastral Information Society (ICIS) and the Integrated Land Management Bureau (ILMB)
- Updated model license with best terms and conditions

Resource Sharing

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

- University of Victoria Library joins OutLook OnLine ILL network
- Participate as member of the public library ILS (Sitka) Advisory Committee
- Made available library catalogue records for over 3,400 publicly accessible netLibrary ebooks
- Open Access and Free Collections (over 5,000 journals total) added to provincial union database

Virtual Reference

Develop and coordinate the provincial post-secondary collaborative virtual reference service AskAway.

- AskAway Advisory Committee Terms of Reference approved
- AskAway Advisory Committee formed two subcommittees, Sustainability and Communications
- New institutional commitments staffing model approved
- Participate on Public Library AskAway Advisory Committee
- Engage in ongoing service quality evaluation
- Plan for sustainability

Information Literacy

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

- Participate in Academic Resources Toolbox project
- Partner with the BCLA ALPS to support and extend community sharing of library instructional materials
- Participate in development of ALPS LINK project framework
- Develop model for expanding project sustainability

Building the BC Library

BC Library

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

- Co-hosted the BC Library Symposium
- Participate on the Library 2020 Interim Steering Committee
- Co-hired a consultant to develop a case for a multi-sector collaborative approach for BC
- Participated in 2009 visioning session for Interim Steering Committee
- Contributed to an inventory of existing cross-sectoral library initiatives in BC
- Participate in developing ongoing Library 2020 governance

Expanded Licensing Strategy

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

- Participate on 3 sector executive team to coordinate provincial licensing
- Meet with appropriate vendors and review provincial proposals
- Multi-Sector Bundle launched August 1, 2008
- Develop sustainability plan, in cooperation with other sectors, for core provincial suite
- Meet contract terms for e-HLbc Administrative Centre
- Ensure appropriate compensation
- Review options for a further 3 year contract
- BC ELN led 5 licenses for the benefit of 14 Canadian consortia
- BC ELN benefited from 6 national led licenses
- Successfully negotiated 1 new national license of special interest to partner libraries

One-Card Strategy

Facilitate provincial post-secondary reciprocal borrowing.

- Confirm role in coordinating reciprocal borrowing from CPSLD
- Clearinghouse of existing reciprocal borrowing agreements for partner libraries released
- Strike appropriate task group to work on service

Developing Digital Collections

Facilitating the Creation of Digital Collections

Play a facilitative role in provincial digitization initiatives including, identifying stakeholders and coordinating a provincial symposium.

- Co-hosted a provincial symposium
- Coordinated funding to complete the Alouette Canada Metadata Toolkit application for building digital collection
- Contributed to development of BC discovery portal, westbeyondthewest.ca
- Supported the digitization of Victoria Times New Colonist
- Loaded five new BC digital collections into the West Beyond the West search portal (Alouette Canada)
- Work with libraries, archives, museums, and community groups to ensure standards-based approaches
- Participate in Canadiana.org Membership Team

Provincial Institutional Repository (IR)

Play a facilitative role in provincial institutional repository development including identifying stakeholders, coordinating meetings, working with other departments, such as BCcampus.

- Meet with KnowledgeBC staff to explore opportunities around incorporating post-secondary research content into their portal.
- Facilitate meetings to identify needs and opportunities
- Explore joint opportunities with BCcampus

Raising our Profile & Strengthening Infrastructure

Targeted communication for different audiences

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

- Implemented Feedback Form on BC ELN website
- Materials added to BC ELN's Quotes Database on website
- Communication Strategy update
- Ensure release of BC ELN brochure, Year in Review, newsletter, progress reports

Strengthening 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.

- Endorsed BC ELN Strategies, Outcomes and Performance Measure document, 2006-2011
- Hired new Client Support Specialist to begin April 2008
- Update Bold Steps, Strategies, Outcomes/Milestones and Yardsticks of Success in 2009

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 "healthy" private institutions.

- Updated Governance Categories and Pricing Tiers to reflect institutional status changes at BC ELN partner library institutions
- Develop and endorsed membership criteria for private education institutions
- Achieved private institution membership pilot (Quest University)
- Develop and articulate principles of BC ELN membership for all partner libraries

Appendix C Partner Libraries, Steering Committee & BC ELN Staff

2008/2009 Partner Libraries

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
 Lester B. Pearson College of the Pacific*
 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*

2008/2009 BC ELN Steering Committee

Janet Beaver, Northern Lights College
(Rural Colleges)
 Carole Compton-Smith, Douglas College
(Urban Colleges),
 Lynn Copeland, Simon Fraser University
 Bob Foley, Vancouver Island University
(Regional Universities and Institutes
with 4-year programs)
 Sheila Wallace, Emily Carr University of
Art and Design (Small Universities)
 Dana McFarland, Royal Roads University
(President, Council of Post-Secondary
Library Directors)
 Todd Mundle, Simon Fraser University
(Simon Fraser University Officer)
(Chair)
 Jo Anne Newyear-Ramirez, University of
British Columbia
 Marnie Swanson, University of Victoria
Ex officio, non-voting
 Anita Cocchia, BC Electronic Library
Network
 Kate Cotie, Ministry of Advanced
Education and Labour Market
Development
 Lynne Jordon, Greater Victoria Public
Library (President, British Columbia
Library Association)
 Jacqueline van Dyk, Public Library
Services Branch

BC ELN Staff

Anita Cocchia, Executive Director
 Gordon Coleman, Project Coordinator
 Heather Morrison, Project Coordinator
 Korinne Moone, Client Support
Limited Term
 Leigh Anne Palmer, e-*HLbc* Coordinator
 Sunni Nishimura, AskAway Coordinator,
(part-time)

Innovation
&
Success

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