



# Innovation & Success Report 2009



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## I. Message from Our Chair and Executive Director

### *Success in Challenging Times*

2009 was a challenging and rewarding year for the BC Electronic Library Network (BC ELN). Reflecting on the past year and the turbulence brought on by the global economic crisis, it is evident that all institutions faced serious challenges. Yet, as this annual report attests, BC ELN and its partner libraries have continued to move from success to success. A few highlights of BC ELN's achievements this year include:

- Moving AskAway to a sustainable, partner-supported funding model, fully integrated into the post-secondary library system
- Achieving estimated cost savings and costs avoided in excess of \$1 million in service areas such as database licensing
- Launching a process to enable libraries to evaluate the impact of the *Undergraduate Foundation Collection* and make decisions on the renewal of this important resource
- Negotiating for zero or very low price increases on licensed products and software, and achieving significant cost reductions for some licenses
- Strengthening BC ELN's internal structure through a review of the Steering Committee Terms of Reference and the admission of the first new private institution members

### *Essential Infrastructure for BC's Post-Secondary Libraries and Learners*

The positive impact BC ELN has on the post-secondary library system can be measured in terms of costs avoided and efficient use of public dollars. Indeed BC ELN continues to demonstrate that by working together and purchasing resources cooperatively, BC's post-secondary libraries can increase their buying power and provide access to more resources for the same, and more often less, cost than libraries pay individually.

*"Kwantlen Polytechnic University Library depends on the support and services provided by the BC ELN for many aspects of the library's operation."*

Cathy MacDonald  
Dean of College Resources  
Kwantlen Polytechnic University



At the same time BC ELN also plays a critical role as infrastructure supporting BC's post-secondary libraries and learners. Libraries have come to depend on BC ELN to facilitate collaboration and to launch innovative services that support learning and research across the province. Over 180,000 learners have access to services that in many cases are far beyond what libraries could achieve on their own. BC ELN's position as a system service allows it to take a provincial perspective, coordinating action at libraries across BC and leveraging existing resources to support world-class teaching, learning and research.

### *BC ELN: More Than the Sum of Its Parts*

BC ELN initiatives depend on the synergies created by a lengthy history of successful collaborations and partnerships and by the hosting of so many services under one roof. The achievement of a sustainable funding model for AskAway is a testament to the trust placed in BC ELN by its libraries, and is possible only in the context of the larger BC ELN Office that provides capacity and infrastructure for project management, communication, governance, and technology. Likewise the expertise BC ELN has developed in working within the post-secondary sector is critical to its success as the Administrative Centre of e-HLbc, and that expertise is now being leveraged to support the health sector libraries and benefit all British Columbians. The results of this synergy are growing efficiencies for the system, a solid base for future innovation, and an important contribution to the development of a competitive, knowledge-based BC economy.

Please enjoy this overview of BC ELN's achievements in 2009. We welcome your feedback, and look forward to seeing BC ELN move on to even greater success in 2010.

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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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*Post-Secondary leader in library,  
learning, and community  
networking*

## Snapshot: BC ELN by the Numbers in 2009

### Who Benefits?

- over 186,000 learners
- over 14,000 researchers and educators
- 31 partner libraries

### Licensing Learner Resources

- 90 licensed databases and online products
- 97.7% of database subscriptions renewed by partner libraries
- \$763,000 in cost savings through group purchase discounts for electronic resources
- 4.4 million articles downloaded in the *Undergraduate Foundation Collection*
- \$0.21 cost per article in the *Undergraduate Foundation Collection*

### BC Library Collections Gateway

- 14.5 million items available from libraries across BC
- \$390,000 in costs avoided through the central licensing of the reSearcher suite
- 17% average annual increase in reSearcher use since 2007
- over 70,000 inter-library loans facilitated through BC ELN software and network

### AskAway - Online Help at Point of Need

- 18,468 questions answered
- 102% increase in traffic in the fall semester 2009 over fall 2008
- \$5.55 cost per transaction for AskAway, a 60% reduction from 2008



## II. Strengthening Core Services to BC Post-Secondary Learners

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. Service priorities are set by the partner libraries through BC ELN's strategic planning process. 2009 saw an important validation of BC ELN's strategic directions and services by its partner libraries with the completion of the Strategic Plan Refresh 2009-2011.

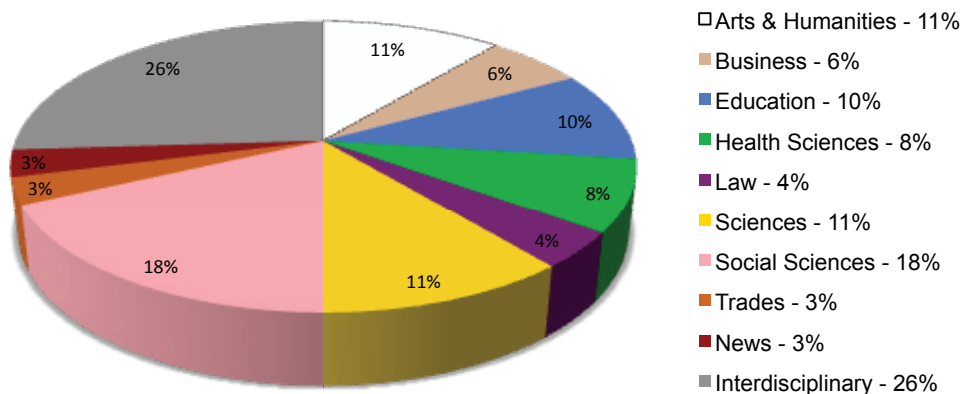
*"ELN does a great job of showing the benefit of ELN initiatives for the whole Post-Secondary environment."*

Todd Mundle  
Associate University Librarian  
Simon Fraser University

### A. Licensing Learner Resources

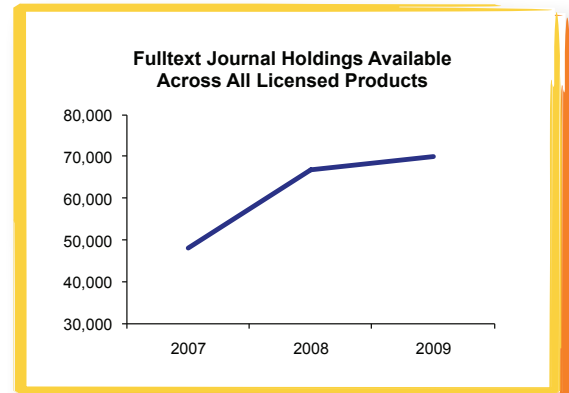
On behalf of BC post-secondary libraries, BC ELN negotiates group purchase discounts for electronic information resources. These databases and search engines make available an array of online journals, reports, newspapers, and ebooks to learners, educators, and researchers across the province, supporting a high-quality BC learning environment with significant price advantages for partner libraries.

#### Licensing Databases Across the Disciplines



### *Achievements This Year*

- **Renewed 90 databases and with a 97.7% renewal rate among partner libraries,** reflecting the on-going value of BC ELN license agreements
- **Negotiated zero or low inflationary price increases** in response to the difficult economic climate and budget cutbacks at many partner libraries (average price increase across all products was 2.18%)
- **Supported the changing resource needs of five new BC universities**
- **Increase transparency of BC ELN's licensing processes** through revision of the BC ELN Database Licensing Framework



### *Measuring Value Added*

- **Achieved estimated costs savings of \$763,000 per year,** based on an average 30% group purchase discounts on \$2.5 million in library investments
- **Saved thousands of hours of staff time** by obviating the need for each library to negotiate and manage license renewal processes



## *Snapshot: Undergraduate Foundation Collection (formerly Multi-Sector Bundle)*

A major learner resource project in 2009 has been the continuing work on the *Undergraduate Foundation Collection* (UFC). This



**Undergraduate  
Foundation  
Collection**

project 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 UFC benefits libraries through guaranteed advantageous system pricing with significant cost avoidance, while ensuring equitable access for all post-secondary learners. The Ministry of Advanced Education and Labour Market Development supported the initiative with a two year funding grant of \$250,000.

### *Achievements This Year*

- **Launched the UFC Sustainability Toolkit** to support partner libraries as they evaluate the impact of the initiative and make decisions on renewing their commitment
- **Modeled several cost-sharing scenarios** aimed at finding the most equitable and sustainable model for participating libraries
- **Created opportunities for additional cost reductions** on complementary products from the major participating vendors
- **Negotiated highly discounted pricing** proposal on a major Canadian periodical database by leveraging the core suite concept with vendors who were not part of the initial UFC collection

#### *The UFC Contains:*

- » 10,000 fulltext journals
- » 1,000 ebooks
- » 6,000 country & industry reports
- » Hundreds of maps, case studies and primary documents

### *Measuring Value Added*

- **Achieved system cost savings of over \$160,000 per year**, demonstrating that central licensing of a collection for provincial access continues to be the most cost-effective means of providing expanded access to information resources
- **Achieved cost per article of \$0.21** based on 4.4 million downloaded articles in 2009

## B. The BC Library Collections Gateway

Resource sharing enables libraries to extend their collections beyond their own walls, leveraging the province's total investment in libraries by ensuring learners, educators, and researchers have access to collections across BC. From making possible the discovery of materials 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 and researchers. This group of services is collectively called the *BC Library Collections Gateway*. The Gateway includes:

- The *reSearcher Suite*, seamlessly connecting learners from a citation in one electronic resource to full text available in other resources
- *OutLook OnLine*, a portal to BC's library catalogues representing the combined collections of public and post-secondary libraries in British Columbia
  - » 14.5 million items available through BC Library Collections Gateway
  - » 1.5 million searches performed on OutLook OnLine
  - » over 70,000 inter-library loans facilitated through BC ELN software and network
- An online document requesting and delivery service that brings an item to the location of the user

### *Achievements This Year*

- **Renegotiated and renewed OutLook OnLine contract at significantly reduced price** over the multi-year contract, a price reduction made possible by the collective bargaining power of BC public and post-secondary libraries
- **Championed enhancements to OutLook OnLine AGent software** - BC ELN's understanding of the needs of libraries and positive relationships with the vendor were critical in achieving these much needed enhancements

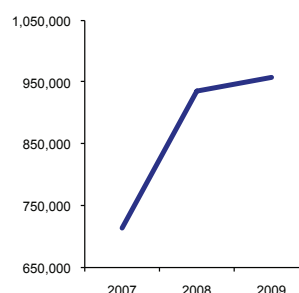




### Measuring Value Added

- **Avoided costs to the system of at least \$390,000**, the cost for partner libraries to license and support reSearcher-type software on their own
- **Saved thousands of hours of staff time** by facilitating inter-library lending processes through OutLook OnLine and the delivery service

#### 17% Annual Increase in Usage of the BC ELN-Licensed reSearcher Software Since 2007



## C. AskAway – Online Help at Point of Need



AskAway enables real-time, chat-based communication for learners when they need it. With a

single click, students can connect with a librarian and receive expert research assistance. Staff from 28 post-secondary libraries across BC and the Yukon chat online with learners, providing convenient, timely access to province-wide reference resources beyond the limitations of library building and opening hours. Through cooperation, cost-sharing, and coordination of existing infrastructure and resources, AskAway creates a service far beyond what any individual institution could provide on its own and with the potential to benefit over 180,000 BC and Yukon post-secondary learners.

Years 1 & 2 seed funding for this project was provided by the Ministry of Advanced Education and Labour Market Development.

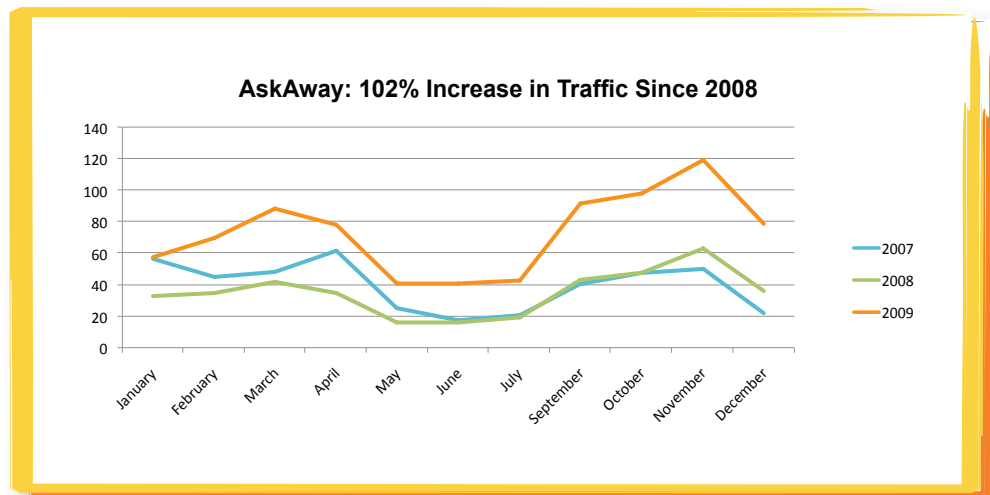
- » 28 participating libraries
- » 67 hours of reference service per week for BC learners, researchers, and educators
- » answered 18,468 questions in 2009, with over 50% of users logging in from home



BCcampus provides ongoing support for AskAway through the BCcampus Shared Services program.

### Achievements This Year

- **Achieved sustainability** with partner-supported funding model
- **Expanded service in response to the 102% usage increase in the fall of 2009** through staffing reallocation and improved training and communication



- **Successfully negotiated stable 3-year pricing for AskAway's underlying software**, ensuring that AskAway software costs are kept as low as possible

### Measuring Value Added

- **Avoided costs of approximately \$3 million**, the estimated additional cost to re-create the AskAway service on a non-collaborative basis
- **Achieved cost per transaction of \$5.55**, a 60% reduction from the previous year

*"Because we live in an isolated community, the AskAway resource is essential to my student research. I am glad it is available for all of us."*

Faculty Member  
North Island College



## D. Other Collaborations & 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.

Collaborations are an important tool for the creation of new, cost-effective initiatives and services that benefit BC post-secondary libraries. BC ELN is uniquely positioned to take a leadership role in collaborations due to a cross-organizational network of relationships and trust that it has developed through previous years and many successful initiatives.

*“ELN provides a window into the world of consortia. ELN’s presence in meetings for library consortia outside of the province benefits all the ELN member libraries.”*

Carole Compton-Smith  
Director of Learning Resources  
Douglas College

## Library 2020 – Building the BC Library



Library 2020 is a BC initiative building towards a coordinated provincial approach to library services, similar to Knowledge

Ontario and The Alberta Library. This initiative combines the benefits of centralization (cost savings, sharing of expertise and training opportunities), specialized expertise (e.g. K-12, public and post-secondary library experts), and local library leadership (e.g., partner library experts who bring in-depth knowledge of the needs of their students, faculty, and organizations).

### *BC ELN’s Contribution in 2009*

- Actively participated in the Library 2020 Interim Steering Committee, including contributing to visioning exercises, hosting meetings and taking a lead role in facilitating a 2009 BC Library Conference consultation session

## The Electronic Health Library of BC: e-HLbc



e-HLbc is a multi-type consortium working with health and post-secondary libraries to provide all

health students and practitioners across the province with equitable access to online library resources.

BC ELN was recognized as a leader in consortial administration when it was selected by the BC Academic Health Council (BCAHC) to serve as the Administrative Centre for the e-HLbc consortium. As the e-HLbc Administrative Centre, BC ELN provides professional services including but not limited to project management, license negotiation, and technical support on a cost-recovery basis. BC ELN's services as the Administrative Centre are critical to creating system-wide savings provided by e-HLbc. The expertise BC ELN has developed in working within the post-secondary sector is being leveraged to support the health sector libraries and benefit all British Columbians.

### *BC ELN's Contribution in 2009*

- Provided project management essential to the operation of e-HLbc
- Made available technical support to 40 e-HLbc member libraries in BC and Yukon
- Successfully negotiated substantial discounts for the renewal of e-HLbc's core resource suite:
  - American Psychological Association (APA) suite - 20% off of list price
  - EBSCO suite - 50 to 55% off of list price
  - Ovid suite - 45 to 90% off of list price



## BC Digitization Initiatives



Many libraries, in BC and elsewhere, are in the process of digitizing important historical resources and making them

available to users online. Coordination is necessary to achieving a cost-effective technological solution for creating, sharing and making interoperable this kind of digital collection, and for optimizing discovery for learners. Building on the excitement generated by the December 2008 multi-sectoral BC Digitization Symposium, the BC Digitization Coalition is moving forward with recommendations from the *Digitization Symposium Final Report*.

### *BC ELN's Contribution in 2009*

- Participated in the creation of the symposium report, and continue to work with the Coalition to create a strategy for implementing the next steps in the report
- Provided expertise to help this diverse group of stakeholders move towards an action plan, particularly in developing relationships with key stakeholders across sector and creating a “vision” for the provincial initiative
- Supported the Coalition including West Beyond the West portal development and the Digital Collection Builder

## Multi-Provincial Licensing



consortia canada

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 influence of national buying power to BC, lowering prices even further for BC post-secondary libraries.

### *BC ELN's Contribution in 2009*

- Played a lead role in negotiating the renewals of several important national licenses including Oxford University Press and LexisNexis, benefiting more than one hundred libraries across Canada
- Partnered with The Alberta Library to license the Vocational Studies database at advantageous pricing for libraries in both provinces

### III. Strengthening Governance and Membership

#### Organizational Overview

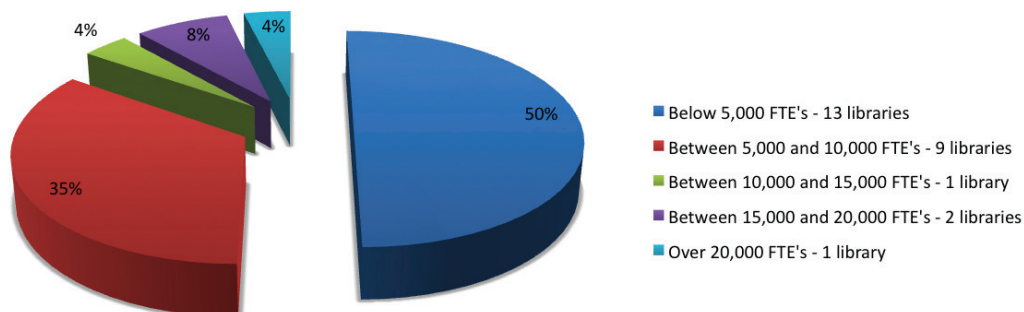
BC ELN functions as a partnership between the post-secondary libraries of British Columbia and the Ministry of Advanced Education and Labour Market Development. BC ELN is guided by a Steering Committee with representation from BC post-secondary libraries and affiliated stakeholders. The BC ELN Steering Committee takes primary responsibility for approving and monitoring BC ELN's strategic plan, priorities, service policies and outcomes. Simon Fraser University serves as the administrative home of BC ELN.

The 2009/10 base budget of \$483,100 from the Ministry of Advanced Education and Labour Market 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 180,000 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.

In 2009 BC ELN undertook several important initiatives with the goal of improving governance and infrastructure. Those initiatives are outlined in the following section.

**BC ELN Partner Libraries Categorised by FTE Count**



## Strategic Plan Refresh 2009-2011

In Spring 2009 BC ELN asked partner library directors to participate in a major operational update of the BC ELN 2006-

*"The strategic direction of BC ELN certainly supports what we are doing, and want to do, in our library for our community."*

Kim Isaac  
Library Director  
University of the Fraser Valley

2011 Strategic Plan. The process indicated strong support for BC ELN's core service areas as well as new initiatives such as digitization and the *Undergraduate Foundation Collection*. All libraries took part in the consultation, and 100% of participants indicated that the *Strategic Plan Refresh 2009-2011* document met the needs of their institution.

## Expanding Private Institution Membership

BC ELN partner libraries include all public post-secondary libraries in BC, but membership continues to evolve as the post-secondary sector shifts to include more regulated private institutions. As BC ELN continues to develop membership criteria for both Full and Associate Members, an increasing number of private institutions have expressed interest in Associate Membership. In 2009 Quest University Canada became BC ELN's first Associate Member, and Alexander College is currently a pilot participant.

### BC ELN 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.

## Governance Update: Renewing the Steering Committee Terms of Reference

2009 was a time of significant changes to the BC post-secondary sector landscape, and the BC ELN Steering Committee is committed to meeting and adapting to those changes. The establishing of five new universities and the increased participation of private institutions brought into sharp focus the Steering Committee Terms of Reference (TOR). The Steering Committee has begun a process to review all aspects of the TOR including membership, institution representation, meeting format, and role of Associate Members. This is expected to culminate in a ratification of the new Terms of Reference at an all-directors meeting in June 2010, positioning BC ELN to take advantage of new opportunities in the changing BC post-secondary landscape.



All-Directors Terms of Reference Meeting  
October 15, 2009

## Re-visioning BC ELN's Communications Strategy

An essential part of the coordination and support work undertaken by BC ELN staff is strategic communication, ensuring that partner libraries are fully engaged in planning and participating in BC ELN services and that key stakeholders understand the impact and value of BC ELN services. This year BC ELN staff maintained existing communications tools while developing new channels for engaging with and communicating BC ELN's impact among its diverse stakeholders. The *BC ELN Connect*, a quarterly newsletter for libraries and other stakeholders, was transitioned to a new online format. Improvements were made to the BC ELN website, further facilitating use of this core infrastructure and communication tool.



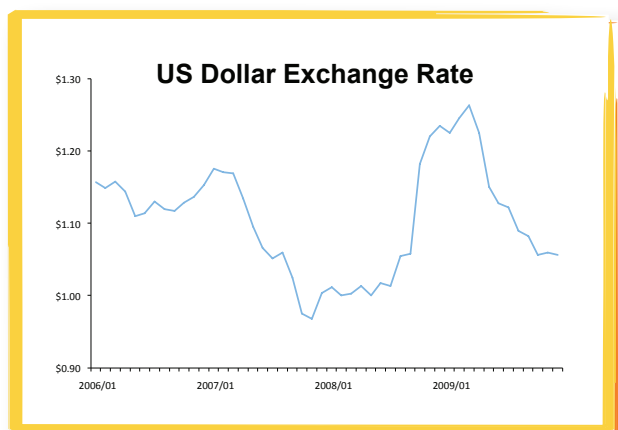
## IV. Key Risks Affecting Performance

BC ELN operates in an environment that exposes it to a number of potential risks to its success. These risks are not unique to BC ELN but typical of any library consortium. They include:

- *Economic environment:* The continued budget constraints of many partner libraries may affect their ability to participate in licenses and initiatives. At the same time, stakeholders may lose sight of the value of collaboration and cooperation as they batten down the hatches to ride out the storm.
- *Vendor uncertainty:* Mergers and acquisitions continue to reduce the number of vendor partners that libraries can deal with, while technological change threatens the revenue models of many categories of publishing.
- *Competing priorities:* Partner libraries serve an increasingly diverse range of user needs and may need to reallocate resources away from collaborative services.
- *Exchange rate volatility:* Since many licenses and services are provided by US vendors, a steep decline in the Canadian dollar may affect partner libraries' ability to continue funding initiatives.

In some cases these risks are caused by broader economic forces beyond BC ELN's control, and the appropriate mitigation strategy is to monitor the situation while remaining open to the requirement to adapt and evolve as the environment changes.

In other cases direct mitigation is possible through staying relevant to the needs to partners, providing excellence in services, and clearly communicating and demonstrating value to stakeholders. In 2009 BC ELN continued to excel in these areas by updating the Steering Committee governance structure, making improvements to communication tools, and other such projects.



### *BC ELN as Risk Mitigation for Post-Secondary Libraries*

While BC ELN faces a number of operational risks, it is in itself part of a risk mitigation strategy for the BC post-secondary library system as a whole. Libraries, in particular small ones, are vulnerable to many of the same risks. BC ELN is the mechanism through which those libraries can seek protection through collaborating, pooling resources, and sharing strengths. The following are some of the benefits provided by BC ELN to its partner libraries:

- *Coordinating library actions to negotiate with vendors from a position of strength.* BC ELN is uniquely positioned to seek opportunities and negotiate advantageous pricing across all its service areas. Libraries would lose the benefit of this perspective and would pay higher costs. BC ELN has been able to greatly reduce the rate of rise in information costs compared to the general marketplace.
- *Serving as a catalyst for collaboration.* Currently, BC ELN is the only organization in the post-secondary sector with the expertise and infrastructure to administer large-scale consortial library projects in the province. Services such as AskAway and e-HLbc with a single staff person are possible only in the context of the larger BC ELN Office, which provides capacity and infrastructure for project management, communication, governance, and technology.
- *Providing a resource to support business continuity in the event of extraordinary circumstances.* BC ELN services allow libraries to support each other and maintain essential functions during events such a pandemic or earthquake. Likewise the expertise of the BC ELN Office staff is available to partner libraries during staff turnover.

*"...BC ELN is an indispensable player in our province and for our institution in particular"*

Ted Goshulak  
University Librarian  
Trinity Western University





- *Freeing up library resources to focus on local needs and issues.* Because BC ELN has created efficient central infrastructure for tasks such as database licensing, libraries are freed to reallocate resources to the unique local needs of their learners and researchers. Without BC ELN, libraries would be forced into an expensive process to re-develop certain specialized skills sets. This would be especially difficult for the smallest libraries, which need BC ELN the most and have the least resources to replace its services.
- *Maintaining a focus on provincial and system-level benefits.* No other agency takes a provincial perspective on post-secondary libraries, seeking opportunities and developing new initiatives at the system level. The continuing core government funding for BC ELN, although a small proportion of the overall budget, ensures that the provincial perspective remains at the heart of BC ELN activities. Consortia that are funded entirely by members often experience lack of direction, self-interest, and loss of system benefit.

BC ELN is a critical element of the infrastructure supporting and protecting the BC post-secondary library system.



## V. The Path Forward

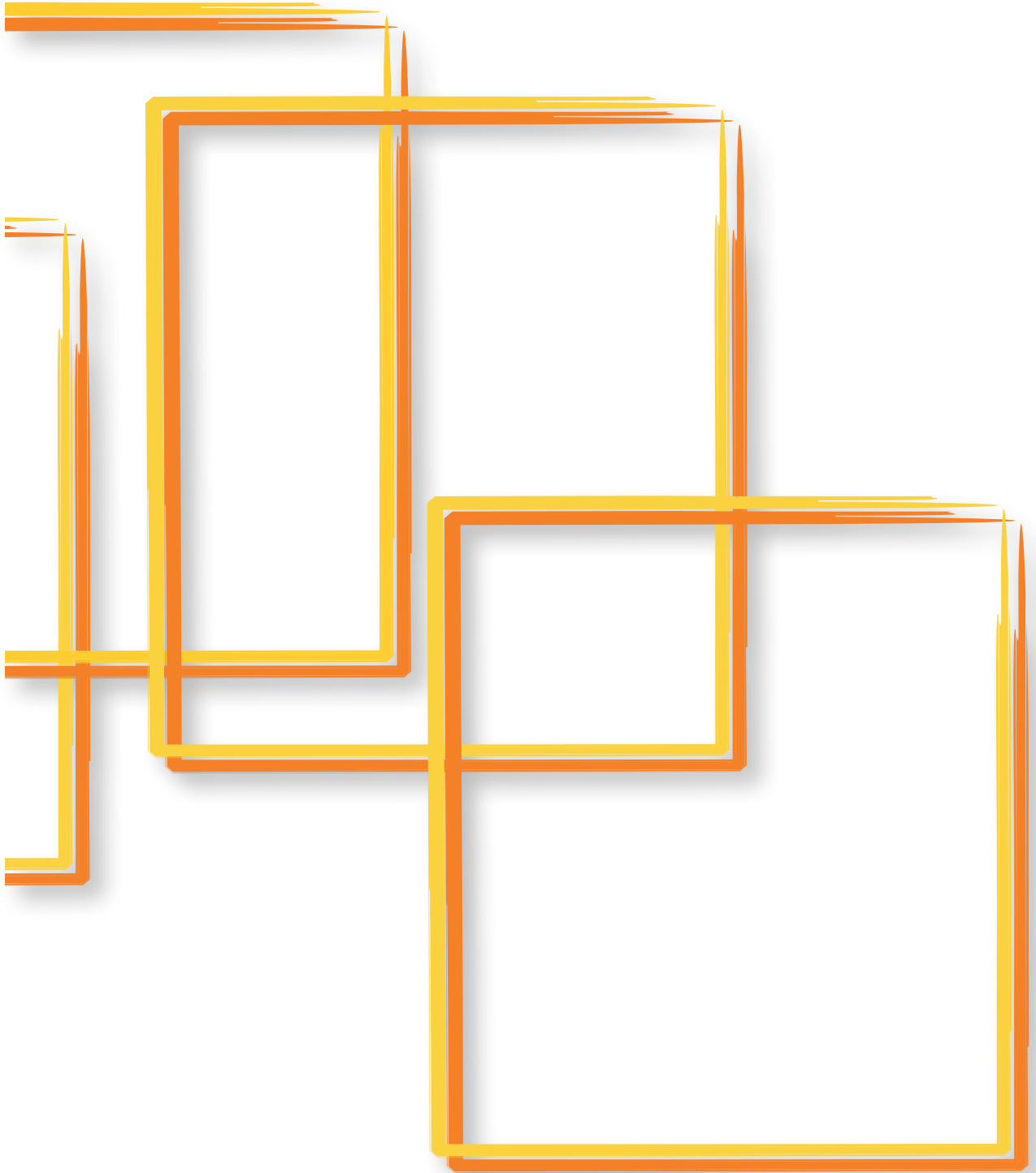
In 2010 BC ELN looks forward to working with partner libraries and vendors to ameliorate challenges stemming from the economic downturn, and to continue seeking new opportunities for initiatives and collaborations that will improve services and resources for BC post-secondary learners. BC ELN is already moving ahead with implementing new initiatives in a number of areas including:

- Continuing to support and expand services such as AskAway and the BC Library Collection Gateway as new technologies become available
- Completing the consultation process for the *Undergraduate Foundation Collection* and supporting libraries as they direct this initiative to a new phase
- Launching a trial for partner libraries to evaluate Canadian Points of View, a database which provides students with a series of essays presenting multiple sides of a current issue
- Working with partners such as the BC Digitization Coalition to develop services that will better connect BC learners, educators, and researchers with the wealth of historical and cultural material available online
- Investigating coordination of the Public Performance Rights licenses which entitles BC post-secondary institutions to show feature films in the classroom

BC ELN will continue to fulfill its role as an essential part of the infrastructure supporting BC post-secondary libraries: facilitating collaboration, adding value and achieving cost savings, and leveraging library and provincial resources to support world-class teaching, learning, and research.



## VI. Appendices

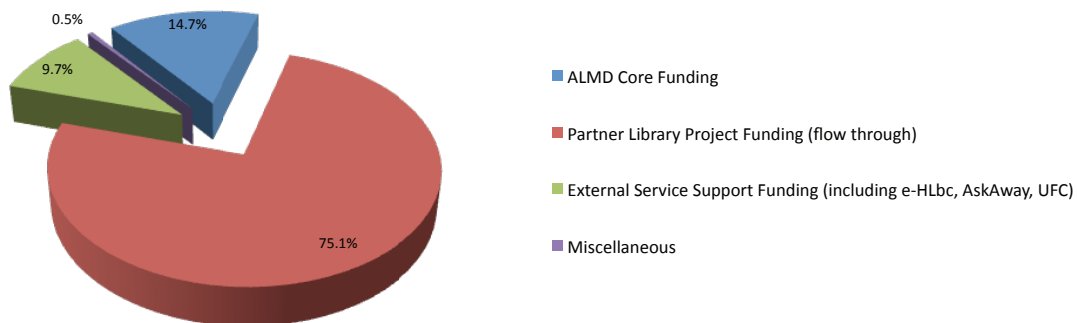


## Appendix A: Financials

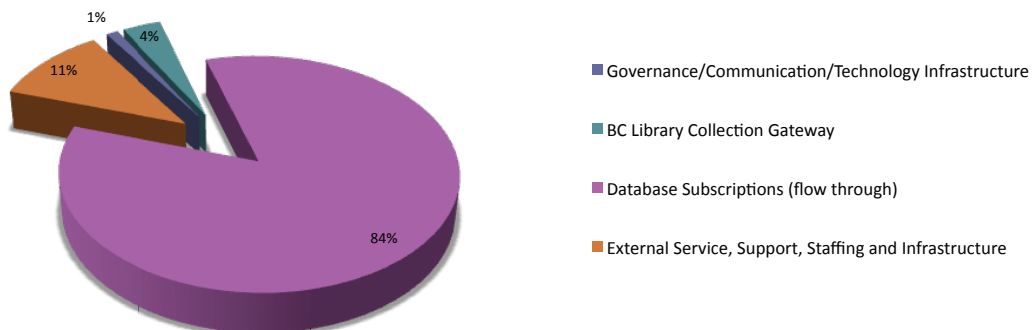
The appendix presents the combined BC ELN financial picture. Included are the projected 2009/10 and proposed 2010/11 overview budgets, plus four project budgets:

- **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 and staffing contributions to cover the costs associated with the service.
- **e-HLbc:** BC ELN provides professional and administrative services on a cost-recovery basis.

**BC ELN 2009/2010 Projected Revenue**



**BC ELN 2009/2010 Projected Expenses**



## BC ELN Projected 2009/10 and Proposed 2010/11 Expenses and Revenue

	2009/10 Projected Expenses	2010/11 Proposed Expenses
<b>Revenue</b>		
ALMD Core Funding	483,100	485,417
Partner Library Project Funding (flow through)	2,466,955	2,625,000
External Service Support Funding (including e-HLbc, AskAway, UFC)	317,500	201,588
Miscellaneous	16,678	26,440
<b>Total Revenue</b>	<b>3,284,233</b>	<b>3,338,445</b>
<b>Expenses</b>		
Salaries and Benefits	305,026	320,733
Administrative Host Fee	56,000	56,000
Governance/Communication/Technology Infrastructure	32,704	28,000
BC Library Collection Gateway	106,048	107,124
Database Subscriptions (flow through)	2,466,955	2,625,000
External Service, Support, Staffing and Infrastructure	317,500	201,588
<b>Total Expenses</b>	<b>3,284,233</b>	<b>3,338,445</b>
<b>Revenue - Expenses</b>	<b>0</b>	<b>0</b>

## Project: Core Administration and Gateway

	2009/10 Projected \$		2010/11 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
ALMD Core Funding	483,100		485,417	
Miscellaneous Revenue (Resource Sharing Support, Associate Membership Fees)	16,678		26,440	
<b>Total</b>	<b>499,778</b>		<b>511,857</b>	
Salaries & Benefits (3 Librarians, 1 CUPE)		305,026		320,733
Administrative Host Support		56,000		56,000
Governance/Communication Infrastructure		20,204		20,000
Technology Infrastructure		12,500		8,000
BC Library Collections Gateway				
• reSearcher Suite - resource linking software		34,435		35,124
• Union Database and Integrated Online Requesting Service		71,613		72,000
<b>Total</b>		<b>499,778</b>		<b>511,857</b>
<b>Revenue - Expenses</b>		<b>0</b>		<b>0</b>

## Project: Learner Services

	2009/10 Projected \$		2010/11 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Partner Library Contributions	2,466,955		2,500,000	
Undergraduate Foundation Collection Funding	125,000		125,000	
<b>Total</b>	<b>2,591,955</b>		<b>2,625,000</b>	
Payments to Vendors		2,591,955		2,625,000
<b>Total</b>		<b>2,591,955</b>		<b>2,625,000</b>
<b>Revenue - Expenses</b>		<b>0</b>		<b>0</b>

## Project: AskAway - Online Help at Point of Need

	2009/10 Projected \$		2010/11 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCcampus Support	62,500		66,000	
Partner Library Service Support Fee	40,000		41,788	
<b>Total</b>	<b>102,500</b>		<b>107,788</b>	
Service Support		75,000		75,788
Technical Infrastructure		27,500		32,000
<b>Total</b>		<b>102,500</b>		<b>107,788</b>
<b>Revenue - Expenses</b>		<b>0</b>		<b>0</b>

## Project: Electronic Health Library of BC: e-HLbc

	2009/10 Projected \$		2010/11 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCAHC Administrative Fee	90,000		93,800	
<b>Total</b>	<b>90,000</b>		<b>93,800</b>	
Coordination and Staffing		83,543		84,403
Communication/Technical Infrastructure		6,457		9,397
<b>Total</b>		<b>90,000</b>		<b>93,800</b>
<b>Revenue - Expenses</b>		<b>0</b>		<b>0</b>

## Appendix B: Strengthening Our Presence

### *2009/10 Partner Libraries*

Alexander College\* (pilot)  
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/Affiliate Members*

### *BC ELN Staff*

Anita Cocchia, Executive Director  
Gordon Coleman, Project Coordinator  
Korinne Moore, Client Support

*On Leave (September 1, 2009 - August 31, 2010)*

Heather Morrison, Project Coordinator

### *Limited Term*

Leigh Anne Palmer, e-HLbc Coordinator  
Sunni Nishimura, AskAway Coordinator

### *2009/10 BC ELN Steering Committee*

Janet Beavers, Northern Lights College  
*(Rural Colleges)*  
Carole Compton-Smith, Douglas College  
*(President, Council of Post-Secondary Library Directors)*  
Lynn Copeland, Simon Fraser University  
Bob Foley, Vancouver Island University  
*(Regional Universities & Institutes with 4-year programs)*  
April Haddad, Justice Institute of BC  
*(Urban Colleges)*  
Todd Mundle, Simon Fraser University  
*(Simon Fraser University Officer)*  
Jo Anne Newyear-Ramirez, University of British Columbia  
Marnie Swanson, University of Victoria *(Chair)*  
Sheila Wallace, Emily Carr University of Art & Design  
*(Small Universities)*

### *Ex officio, non-voting*

Anita Cocchia, BC Electronic Library Network  
Ken Cooley, University of Victoria  
*(President, British Columbia Library Association)*  
Kate Cotie, Ministry of Advanced Education &  
Labour Market Development  
Jacqueline van Dyk, Public Library Services Branch

### *Committees Served On*

ALPS LINK *(BC Library Association, Academic Librarians in Public Service)*  
BC Books Online Steering/Executive Committees  
BC Digitization Coalition  
BC Libraries Cooperative Communication Subcommittee  
Consortia Canada  
e-HLbc Steering/Management Committee  
Library 2020 Interim Steering Committee

### *Key Partners*

The Alberta Library (TAL)  
BC Academic Health Council (BCAHC)  
BCcampus  
British Columbia Library Association (BCLA)  
Council of Post Secondary Library Directors (CPSLD)  
Council of Prairie and Pacific University Libraries (COPPUL)  
Education Resource Acquisition Consortium (ERAC)  
International Coalition of Library Consortia (ICOLC)  
Irving K. Barber Learning Centre, UBC  
Ministry of Advanced Education and Labor Market Development (ALMD)  
Ministry of Education, Public Library Services Branch (PLSB)

## Appendix C: 2009/2010 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.

In 2009, BC ELN completed its Strategic Plan Refresh 2009-2011. The refresh of the BC ELN Strategic Plan was undertaken 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 was 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 reflects the re-focused priorities of the Strategic Plan Refresh. It groups BC ELN's major services and initiatives under four high-level strategic areas. Major strategies and milestones for 2009/2010 are listed in the column to the right.

### Enhance Our Services

#### Learner Resources (Licensing)

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

- Renewed 79 products
- Added 17 new subscribers to existing products
- Upgraded 10 subscribers to enhanced products
- Negotiated successfully zero or very low percentage inflationary increases for many renewals, in response to the difficult economic climate and budget cutbacks at many partner libraries (average of 2.18% increase)
- Revised and updated BC ELN Database Licensing Framework for website
- Coordinate on-going discussions 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)



<b>BC Library Collections Gateway (Resource Sharing)</b>	<ul style="list-style-type: none"> <li>• OutLook OnLine contract with Auto-Graphics renegotiated and renewed at reduced price</li> <li>• Updated OutLook OnLine AGent software to Version 3.4 which includes two enhancements suggested by BC ELN libraries</li> <li>• Participate as member of the public library ILS (Sitka) Advisory Committee</li> <li>• Open Access and Free Collections (over 6,000 journals total) added to provincial union database and website describing collections updated</li> <li>• Resource Sharing Overview webpage prepared and released</li> <li>• Transitioned office staff and contractors into Resource Sharing duties during Coordinator's study leave</li> </ul>
<b>AskAway: Post-Secondary Virtual Reference</b> Develop and coordinate the provincial post-secondary collaborative virtual reference service AskAway.	<ul style="list-style-type: none"> <li>• 15 libraries placed Qwidgets on their websites, resulting in a 102% overall increase in traffic</li> <li>• Participating libraries endorsed a cost-sharing model developed by the AskAway Advisory Committee, ensuring AskAway sustainability for the 2009/2010 fiscal</li> <li>• Developed the AskAway Adds Value Toolkit for library administrators to use in budget consultations</li> <li>• Co-chaired joint public/post-secondary Software Selection Committee which oversaw an RFP process for virtual reference software selection</li> <li>• Signed license agreement with OCLC QuestionPoint to provide virtual reference software for the provincial virtual reference service, in cooperation with Public Library AskAway</li> </ul>
<b>Information Literacy</b> Support the creation of information literacy materials, which can be shared and re-used by librarians and other BC faculty.	<ul style="list-style-type: none"> <li>• Completed Academic Resources Toolbox project</li> <li>• Continue support of ALPS LINK initiative, including technical support for the portal</li> <li>• Participated in the ALPS LINK Laud a Librarian campaign</li> </ul>
<b>Build the BC Library: Collaborations and Initiatives</b>	
<b>Multi-sector Library Initiatives</b> Work with Public Library Services Branch (PLSB) and other interested stakeholders to develop a coordinated, multi-sectoral BC Library approach.	<ul style="list-style-type: none"> <li>• Participate in BC Books Online Steering and Executive Committees</li> <li>• Participated in Library 2020 Interim Steering Committee visioning session and meetings</li> <li>• Facilitated logistics for Library 2020 consultation at BC Library Conference</li> <li>• Continue meeting with ERAC and Public Libraries to explore potential joint initiatives</li> </ul>

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**Expanded Learning Resources**

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

- e-HLbc Administrative Centre Contract renewed for a three year term with BC Academic Health Council (BCAHC)
- Renamed provincial core suite bundle the *Undergraduate Foundation Collection* (UFC)
- Developed UFC evaluation plan, including partner library survey, sustainability toolkit, costing models and continued vendor negotiations
- Launched UFC Sustainability Toolkit
- BC ELN led 5 licenses for the benefit of 14 national consortia
- BC ELN benefited from 9 national led licenses
- Successfully launched a new national license with significant price discounts
- Successfully negotiated a settlement regarding changes to a BC ELN-led national license
- Signed the ICOLC Statement on the Global Economic Crisis and its Impact on Consortial Licenses

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**Develop Digital Collections**
**Facilitate the Creation of Digital Collections**

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

- Participated in the creation of the Digitization Symposium Final Report
- Coordinated very successful Digital Collection Builder Training Workshop
- Continued to work on implementing next steps of Digitization Symposium Final Report as a member of the new BC Digitization Coalition (formerly Digitization Symposium Organizing Committee). Includes developing relationships with key stakeholders across sectors and creating a "vision" document for a provincial initiative
- Work with libraries, archives, museums, and community groups to ensure standards-based approaches
- Participate in Canadiana.org Membership Team

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**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

## Raise our Profile & Strengthen Infrastructure

### Target communication for different audiences

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

- Revised and updated *About BC ELN* website
- Formed communication plan to accommodate Coordinator's study leave
- Developed and released a new web-based version of the *BC ELN Connect* quarterly newsletter
- Ensure release of BC ELN Year in Review, newsletter, progress reports

### 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.

- Developed and released first Innovations and Success, BC ELN Report (2008)
- Planned and implemented the Strategic Plan Refresh 2009-11, a major operational update of the BC ELN 2006-2011 Strategic Plan
- Engaged in review of BC ELN Steering Committee Terms of Reference, participating in subcommittee meetings and facilitating an All BC ELN Directors Meeting

### 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.

- Affirmed Quest University Canada as first Associate Member
- Secured Alexander College for Associate Membership pilot project
- Began discussions with Art Institute of Vancouver, potential new Associate Member
- Develop and articulate principles of BC ELN membership for all partner libraries

