BC Electronic Library Network

Central Vision Goal
Post-Secondary Leader in Library, Learning & Community Networking

Strategic Vision Goals
- Recognized leader in collaboration
- Facilitator of digital collections creation & storage
- Effective partner in development of BC's knowledge economy
- Catalyst for innovative licensing
- Pro-active partner in the Library of BC
- Coordinator of innovative information technologies
- Champion of universal access

Bold Steps
- Enhance our Services
- Build the BC Library
- Develop Digital Collections
- Raise our Profile and Strengthen our Infrastructure

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

BC ELN is a partnership between the Province of BC and its post-secondary libraries.

BC ELN operates with core funding from the Province of BC and resources contributed by partner libraries.

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.

BC ELN - Together

BC Electronic Library Network

Strategic Plan Refresh 2009 - 2011

Key to Terms

BC ELN: the British Columbia Electronic Library Network is a partnership of the Province of British Columbia, its public post-secondary libraries, and affiliated members. The BC ELN Office is one component of the network of partners.

Bold Step (Goal): Bold steps are the broad actions intended to help BC ELN achieve its Central Vision Goal. The BC ELN Steering Committee endorsed the 2006 - 2011 Central Vision Goal, Strategic Vision Goals, Bold Steps, Mission, and Core Values and Principles in July 2006.

Strategy (Objective): a Strategy is a suggested means for accomplishing a Bold Step. Strategies were originally identified through suggestions from the March 20 - 22 Strategic Planning Session (see the Full Report, p. 24, downloadable from: http://www.eln.bc.ca/view.php?id=1275), and subsequent consultation and investigation. Each Strategy includes a brief description, rationale, list of benefits, and performance measures.   Selected Strategies were updated in 2009, reflecting progress made since 2006.

Indicators of Achievement: goals, milestones, or measures that indicate whether expected accomplishments have been achieved.

Bold Step 1: Enhance our Services

Strategy 1.1 Learner Resources (Licensing) *(see also 2.2 Expanded Learner Resources Strategy)*
Coordinate group license / purchase of information resources and other products and services

> **Rationale**
> *Provide more resources, and more specialized resources, to support the BC post-secondary sector that is growing in student numbers and new programs. Selection decisions based on suggestions and ranking by local librarian experts and faculty members to ensure procurement of highest quality, most appropriate resources.*
>
> **Benefits**
> ◇ Shared expertise creates superior licensing arrangements
> ◇ Large group increases impact with vendors
> ◇ Cooperation results in streamlining technical work
> ◇ Information gathering more efficient and coordinated
> ◇ Streamlined invoicing for licensed products
> ◇ Costs are rationalized across the system
> ◇ Equitable access

Indicators of Achievement
- ❑ Increase databases and content available based on partner libraries' priorities
- ❑ Create cost savings for partner libraries (current average 30%)
- ❑ Expand use of BC ELN Model License by vendors

Strategy 1.2 BC Library Collections Gateway (Resource Sharing)
Support and expand provincial resource sharing network (BC Library Collections Gateway)

Rationale
Libraries extend their collections beyond their walls to encompass much more of the province's resources through resource sharing. The BC ELN Office coordinates resource sharing technologies, including the reSearcher software suite, OutLook OnLine, and the Ariel Document Delivery Network, and facilitates resource sharing policy and service development.

Benefits
- BC learners have quick and direct access to the greatest number of resources
- Maximum resources at least possible cost
- Equity of access
- Leveraging of provincial resources
- Leading-edge technology at affordable prices
- Staff time savings
- Cost savings from coordination of technologies and ILL invoicing

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

Strategy 1.3: AskAway: Post-Secondary Virtual Reference
Develop and coordinate the provincial post-secondary collaborative virtual reference service "AskAway".

Rationale
The virtual reference service is a web-based communication tool through which students from post-secondary institutions across BC can communicate with a librarian online at point of need and receive assistance with research assignments. It extends the Reference Desk service already offered at every library by allowing students to ask questions from any location and at times when their own library might normally be closed.

Benefits
- More hours of virtual reference service for every learner in every library than would be possible for even the largest library on its own
- Efficiencies in the cost of software licensing, marketing, and training
- Efficient use of local staffing resources
- Encouraging innovation within a supported environment
- Building productive partnerships and affiliations between post-secondary institutions
- Expanded service delivery options for distance students
- Business continuity. If any library is unable to deliver service due to emergency or system failure, AskAway provides important redundancy/risk-avoidance

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

Strategy 1.4 Information Literacy

Partner with community led initiatives, such as ALPS Link, to develop repositories for sharing of information literacy materials.

Rationale
Technical and communication support from the BC ELN Office and BCcampus helps community-led sharing projects thrive.

Benefits
◇ Every learner has access to more and better resources
◇ Eliminates duplication of effort by equitably distributing the work of tutorial development and encouraging re-use and sharing
◇ Library staff gain valuable experience with repositories (technical and content recruitment)

Indicators of Achievement
❑ Provide technical and communication support to community initiatives (e.g. ALPS LINK)

Bold Step 2: Build the BC Library: Collaborations and Initiatives

Strategy 2.1: Multi-sector Library Initiative

BC ELN is a highly successful post-secondary library consortium with many established informal partnerships across sectors and beyond BC's borders. BC ELN is working with other interested stakeholders to develop a coordinated, multi-sectoral BC Library approach.

Rationale
There is a trend towards leveraging investment in library services through a coordinated provincial approach (e.g. Knowledge Ontario, The Alberta Library). BC ELN's collaborations and initiatives explore means of building on BC ELN's history as a leader in collaboration within and across sectors towards the kind of coordinated approach that would be optimal in the BC context. The current approach combines the benefits of centralization (cost savings, sharing of expertise and training opportunities), specialized expertise (e.g. health, 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).

Benefits
◇ Build on strengths
◇ Ensure buy-in through appropriate consultation with all stakeholders

Indicators of Achievement
Multi-sector BC library approach process under development

Strategy 2.2: Electronic Health Library of BC (e-HL*bc*)

The Electronic Health Library of BC provides the academic and health care community of British Columbia with easy access to online health library resources. The BC ELN Office acts as the Administrative Centre for e-HL*bc*.

Rationale
A coordinated cross-sectoral approach expands the benefits of group licensing as a larger group has additional clout, and supports evidence based practice and ongoing learning as graduates have access to the same databases that were available to them when they were students.

Benefits
◇ Extend the benefits of group licensing, as outlined in Strategy 1.1. BC ELN contributes for the benefit of all, and BC ELN partner libraries experience greater benefits (more cost-savings, more sharing of expertise) than can be achieved through BC ELN alone.

Indicators of Achievement

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

Strategy 2.3: Expanded Learning Resources (Multi-Sector Bundle)
BC ELN, Public Library Services Branch, and the Educational Resources Acquisitions Consortium (ERAC) license a core suite of resources for all British Columbians, and pursue a coordinated approach to licensing whenever it provides benefits for all.

Rationale
A coordinated approach makes it possible to provide the most resources at an affordable cost, and to provide a set of resources to support lifelong learning. Students enter post-secondary with some familiarity with basic resources, and graduates continue to have access to as many resources as possible to facilitate evidence based practice and ongoing learning. Having a common core suite of resources supports and facilitates other BC ELN initiatives, such as collaborative virtual reference.

Benefits
◇ Extend the benefits of group licensing, as outlined in strategy 1.1. BC ELN contributes for the benefit of all, and BC ELN partner libraries experience greater benefits (more cost-savings, more sharing of expertise) than can be achieved through BC ELN alone.

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

Strategy 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.

Rationale
Participation in a larger purchase pool results in more resources being available at an affordable cost.

Benefits
◇ Extend the benefits of group licensing, as outlined in Strategy 1.1. BC ELN contributes for the benefit of all, and BC ELN partner libraries experience greater benefits (more cost-savings, more sharing of expertise) than can be achieved through BC ELN alone.

Indicators of Achievement

❑ Create cost savings for partner libraries through shared national licensing
❑ Continue to participate in Consortia Canada licenses

Strategy 2.5: Post-Secondary Reciprocal Borrowing Strategy
Explore interest in provincial post-secondary reciprocal borrowing.

Rationale
Effective reciprocal borrowing program through coordination / use of technology.

Benefits
◇ Optimum coordination of service at least cost

Indicators of Achievement

Currently BC ELN is in a 'time out' phase for this initiative while the Council of Post-Secondary Library Directors clarifies policy issues for its own agreement.

Bold Step 3: Develop Digital Collections

Strategy 3.1: Facilitate the Creation of Digital Collections

Play a facilitative role in provincial digitization initiatives (e.g. identifying stakeholders, coordinating meetings and communications). Partner with other organizations interested in creating and preserving BC digital collections.

Rationale

Many libraries, in BC & elsewhere, are in the process of creating digital collections, often of important historical resources. Coordination is desirable to achieve the most cost-effective technological solutions for creating, sharing and making interoperable digital collections, ensuring best quality metadata, and coordinating technical training. Coordinating communications will enhance use of these collections, optimize discovery for learners & minimize potential duplication.

Benefits

◇ Digitized resources that are easy for users to find through one search
◇ Community resources are preserved and made accessible to all
◇ Effective use of staff and community volunteer time
◇ The most cost-effective technological solutions for creating, sharing and making interoperable digital collections
◇ Best quality metadata

Indicators of Achievement

❑ 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.

Strategy 3.2: Provincial Institutional Repository (IR) Strategy

Play a facilitative role in provincial institutional repository development (e.g. identifying stakeholders, coordinating meetings and communications).

Rationale

Researchers around the world are making their work openly accessible through institutional or disciplinary repositories. Examples of collections that might be included in one or more open access archive: peer-reviewed literature, research data, conference proceedings, working papers, tutorials, learning objects, theses, other student work. University libraries in BC are participating in the Canadian Association of Research Libraries' Institutional Repository program. The BC ELN Office works on a system level with BCcampus and other organizations to assist libraries with meeting their IR needs.

Benefits

◇ Maximum visibility and impact of BC research
◇ More resources (academic and learning objects) available
◇ Most effective use of BC expertise and research funding
◇ All BC post-secondaries have access to benefits of IRs with minimum duplication
◇ Access to more resources, especially resources of local significance, for British Columbians

Indicators of Achievement

❑ Facilitate meeting(s) to identify needs and opportunities.
❑ Offer support and expertise as requested by partner libraries

BC ELN Strategic Plan Refresh 2009 - 2011.
Endorsed by BC ELN Steering Committee July 6, 2009.

6

Bold Step 4: Raise our Profile and Strengthen our Infrastructure

Strategy 4.1: Target communication for different audiences
Further develop and refine BC ELN communications through targeting messages and marketing for different audiences.

Rationale
BC ELN products and services are substantial and growing, as are BC ELN's communications. Targeting communications ensures that BC ELN's key messages reach the appropriate audience.

Benefits
- ◇ Key stakeholders are well informed
- ◇ Efficient use of BC ELN resources
- ◇ Time savings for BC ELN key stakeholders

Indicators of Achievement
- ❑ Provide feedback opportunities to ensure a highly functioning BC ELN website for partners
- ❑ Enhance communications vehicles: listserv messages, website up to date, BC ELN Connect - quarterly newsletter, biannual Progress Reports, Year in Review, brochure, website

Strategy 4.2: Strengthen our Infrastructure
Ensure that the BC ELN Office has the resources it needs (human, financial, physical, information and strategic direction) to meet its Strategic Vision Goal effectively and efficiently.

Rationale
BC ELN's Strategic Vision for 2006 - 2011 reflects an expansion of collaboration; new partnerships, and new stakeholders. The purpose of this strategy is to ensure that BC ELN Office is able to meet expanding needs while continuing as a model of operational efficiency.

Benefits
- ◇ BC ELN's bold steps and strategies are met effectively and efficiently
- ◇ BC ELN initiatives align with Core Values and Principles
- ◇ Flexible planning facilitates BC ELN's ongoing operational nimbleness and ability to seize new opportunities made possible through collaborations and new technologies

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 2012-2016 BC ELN Strategic Plan process meets needs of Ministry and partner libraries

Strategy 4.3: Membership Criteria
Develop a set of membership criteria, including roles and responsibilities, for BC ELN partner libraries that is condensed, simple, and focused.

Rationale
BC ELN is considered a model for collaboration. To be recognized as a leader in collaboration, it is important to articulate the key role of partner libraries and their staff in BC ELN.

Benefits
- ◇ The role of partner libraries and their staff as part of the BC ELN model for collaboration is fully understood and articulated

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