

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

- ◇ Enhancing our Services
- ◇ Building the BC Library
- ◇ Developing Digital Collections
- ◇ Raising our Profile
- ◇ Strengthening 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 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 - Together

BC Electronic Library Network

Strategic Plan 2006 - 2011

Strategies, Outcomes / Milestones and Yardsticks of Success (2006 - 2008)

In July 2006, the BC ELN Steering Committee endorsed the 2006 - 2011 Central Vision Goal, Strategic Vision Goal, Bold Steps, Mission, and Core Values and Principles, on the BC ELN website at: <http://www.eln.bc.ca/view.php?id=1361>

Key to Terms

Bold Step: Bold steps are the broad actions intended to help BC ELN achieve its Central Vision Goal. The BC ELN Steering Committee has endorsed the Bold Steps.

Strategy: a Strategy is a suggested means for accomplishing a Bold Step. Strategies were 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 consists of:

Brief Description: definition of BC ELN's involvement / role

Outcomes / Milestones: list of specific deliverables anticipated by the end of 2008

Yardsticks of Success: measures for success at achieving Outcomes / Milestones
 ✓ = Complete

Bold Step 1: Enhancing our Services

Strategy 1.1 Licensing (see also 2.2 Expanded Licensing Strategy)

Coordinate group license / purchase of information resources and other products and services

Rationale

More resources, and more specialized resources, to support the BC post-secondary sector, growing in student numbers and new programs. Basing selection decisions on suggestions and ranking by local librarian experts, working with faculty members, ensures procurement of highest quality, most appropriate resources.

Benefits

- ◇ Sharing of expertise; one license negotiated for a group of libraries
- ◇ Larger group means more influence with vendors (best terms & conditions, priority for technical work)
- ◇ Streamlining of some technical work such as IP address updating
- ◇ Efficiencies through coordinated tracking of information (subscription, license terms, financial)
- ◇ Centralized, streamlined invoicing for licensed products
- ◇ Cost rationalization across the system
- ◇ Equitable access

Outcomes / Milestones

- Add 3-5 new products per year based on partner library suggestions and ranking
- Coordinate renewal of existing products based on partner library decisions
- Enhance service for existing products: coordinate training, vendor communications, product enhancement

Yardsticks of Success

- % savings on group license / purchase
- # of resources available to partner libraries
- Staff time savings
- Overall participation in resources forum (electronic suggestion box) and ranking survey

Bold Step 1: Enhancing Our Services

Strategy 1.2 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. BC ELN 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
- ◇ Equitable access

Outcomes / Milestones	Yardsticks of Success
<ul style="list-style-type: none"> • Complete Ariel Document Delivery Upgrade • Raise awareness of new reSearcher features with Version 2.0, including user-friendly administration, Forums, and Web 2.0 • Offer dbwiz (federated search tool, part of the reSearcher software suite) license to partner libraries • Enhance OutLook OnLine in cooperation with Public Library Services Branch, combining optimum features of union database approach (speed of return of large results sets, deduplication) and virtual, distributed database approach (up to date, live shelf status) • Further develop resource sharing network 	<ul style="list-style-type: none"> • # of libraries participating in each service • # of libraries contributing records to union databases, and frequency of contributions • # of items available for requesting • # of searches (OutLook OnLine) • Articles downloaded (CUFTS) • Service evaluation and further network development through consultation

Bold Step 1: Enhancing Our Services

Strategy 1.3: 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 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

Outcomes / Milestones

- ✓ Achieve buy-in from partner libraries
- ✓ Collaborate with public library VR committee in licensing software
- ✓ Hire coordinator for service
- ✓ Develop training and marketing program
- ✓ Launch service
 - Engage in ongoing service quality evaluation
 - Develop and implement sustainable business model by June 2007

Yardsticks of Success

- Usage statistics
- # of users satisfied as per exit survey
- # of libraries participating
- resources in place for a sustainable service

Strategy 1.4 Information Literacy

Collaborate in the Academic Resource Toolbox project to create information literacy materials, which can be shared and re-used by librarians and other BC faculty.

Rationale

BCcampus, through its Online Program Development Fund (OPDF), has funded a multi-institution project to develop a suite of interactive online modules (the Academic Resource Toolbox) on information literacy. Librarians from Kwantlen University College, Okanagan College, SFU, UVic, and BC ELN will collaborate to build a set of tools which can be used province-wide to support information literacy and library research instruction. BC ELN brings to this project unique strengths in developing frameworks for multi-library cooperation.

Benefits

- ◇ Every learner has access to more and better resources
- ◇ Eliminate duplication of effort by equitably distributing the work of tutorial development and encouraging re-use and sharing.

Outcomes / Milestones

- ✓ Participate in development of project framework
 - Support teams as a resource on standards in e-learning and other areas
 - Develop model for expanding project sustainably to include other institutions

Yardsticks of Success

- Use of modules by librarians and faculty across BC
- Development and sharing of new instructional materials by librarians

Bold Step 2: Building the BC Library

Strategy 2.1: Provincial Symposium on BC Library

Work with Public Library Services Branch (PLSB) and all 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). The Provincial Symposium on a BC Library would explore means of building on BC'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. 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

Outcomes / Milestones

- Plan symposium
- Secure funding for symposium
- Coordinate post-secondary library representation

Yardsticks of Success

- Yardsticks to be developed once needs and opportunities are identified.

Strategy 2.2: Expanded Licensing Strategy (see also Strategy 1.1 Licensing)

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

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.

Benefits

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

Outcomes / Milestones

2.2.1 Coordinated Provincial Licensing

- BC ELN, BC Public Library Services Branch, and the Educational Resources Acquisitions Center (ERAC) pursue a coordinated approach to licensing wherever possible.

2.2.2 e-HLbc Consortium (Electronic Health Library of BC)

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

2.2.3 Coordinated National Licensing

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

Yardsticks of Success

From Licensing, 1.1:

- % savings on group license / purchase
- # of resources available at partner libraries
- Staff time savings
- # of cooperative ventures / partners

Bold Step 2: Building the BC Library

Strategy 2.3: One-Card Strategy

Explore interest in a BC ELN role in provincial post-secondary reciprocal borrowing.

Rationale

More effective one-card program through coordination / use of technology

Benefits

- ◇ Optimum coordination of service at least cost

Outcomes / Milestones	Yardsticks of Success
<ul style="list-style-type: none">• Facilitate a meeting with relevant stakeholders.	<ul style="list-style-type: none">• Yardsticks to be developed once needs and opportunities are identified.

Bold Step 3: Developing Digital Collections

Strategy 3.1: Facilitating the Creation of Digital Collections

Play a facilitative role in provincial digitization initiatives (e.g. identifying stakeholders, coordinating meetings and communications).

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

Outcomes / Milestones

- Facilitate meeting to identify needs and opportunities.

Yardsticks of Success

- Yardsticks to be developed once needs and opportunities are identified.

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.

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

Outcomes / Milestones

- Facilitate meeting to identify needs and opportunities.

Yardsticks of Success

- Yardsticks to be developed once needs and opportunities are identified.

Bold Step 4: Raising our Profile

Strategy: Targeted 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

Outcomes / Milestones	Yardsticks of Success
<ul style="list-style-type: none">• Stories of BC ELN's best for website• Communications Strategy updated• Right tools / marketing for audience and message, e.g.:<ul style="list-style-type: none">• Brochure• Website• Year in Review• BC ELN Connect	<ul style="list-style-type: none">• Partner libraries and key stakeholders very satisfied as per survey on communications (2010).

Bold Step 5: Strengthening our Infrastructure

Strategy 5.1: Strengthening our Infrastructure

Ensure that BC ELN 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 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.

Outcomes / Milestones	Yardsticks of Success
<p>2006 - 2011 Strategic Plan</p> <ul style="list-style-type: none"> • Endorse BC ELN Strategies, Outcomes, and Performance Measures document (BC ELN Steering Committee, December 2006). • Update Bold Steps, Strategies, Outcomes / Milestones and Yardsticks of Success on a flexible, as-needed basis. • Ensure that BC ELN has the human, physical and financial resources needed to achieve excellence and maximum services in a cost-effective way. • Review BC ELN resources as needed. 	<ul style="list-style-type: none"> • A majority of Outcomes / Milestones have been accomplished, or significant progress made, by the end of 2008 • Partner libraries very satisfied with BC ELN services, based on survey conducted in 2010

Strategy 5.2: 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
- ◇ Partner libraries have useful information for internal purposes (e.g., help with local job descriptions)

Outcomes / Milestones	Yardsticks of Success
<ul style="list-style-type: none"> • Develop document articulating the principles of BC ELN membership. 	<ul style="list-style-type: none"> • 100% of Partner Libraries sign Membership Document.