

Strategic Plan
December 2, 2022
Session 1 Documentation



Hopes


Participants hopes for the strategic planning process



Survey and SWOT Results Cooperative Study




ACCOMPLISHMENTS

 <ul style="list-style-type: none"> • Support from BC ELN in many areas • Askaway allowing quick pandemic pivot to online service • Financial benefits, negotiating power, many could not afford all the resources without BC ELN, helps with equity across institutions • Financial savings allow many to redistribute their budgets and purchase more resources • Appreciation of the multi-disciplinary nature of the resources licensed by BC ELN • Appreciation of Arca, many institutions would not have IR without Arca • ILL - fees waived, usefulness of Illume? • Greater access • sBC ELN staff very quick to resolve issue 	 <ul style="list-style-type: none"> • Past 18 months of pandemic may be skewing results, successes here may not necessarily reflect next 5 years (hopefully we are not stuck in pandemic mode for 5 years!) • Core resources that are not opt in may be restrictive for some • Are all the services universally useful to all members? (Write Away - is it as useful for members that have their own writing centres? Balance of usefulness along with diversity of members) • Does the Askaway platform fully support the purpose (ie. no screen sharing ability like Zoom to teach students how to do research; last 18 months have shown us the usefulness of screen sharing and we are all getting used to it) • Is there a need to determine the purpose of askaway (quick questions vs in depth research?)
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 <p><u>Key points to be mindful of</u></p> <ul style="list-style-type: none"> • Which resources are considered Core for everyone? • Are accomplishments sustainable and scalable? • Moving away from traditional licensing and working towards promoting open initiatives • Past performance is not necessarily indicative of future performance. Will our current path peter out? • Assessment of benefit and equity, assessment of all the services. Lots of positive comments but they are anecdotal.

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SETBACKS




 <ul style="list-style-type: none"> • “One size fits all” is starting to strain a bit • Some concerns from very large and very small institutions (both ends) <ul style="list-style-type: none"> • Concern from large institutions that services may collapse if they withdraw, or become too expensive for other members 	 <ul style="list-style-type: none"> • Hard to decolonize collections • In institutions where AskAway, WriteAway can only be done by faculty, small institutions struggle to contribute their hours
 <p><u>Key points to be mindful of</u></p> <ul style="list-style-type: none"> • Inconsistent because of different needs of different colleges • A lot of small institutions • Hard to make one size fit all (eg Common Suite) • Trust between partners, trust in advisory committees, is a major point 	

STRENGTHS




 <ul style="list-style-type: none"> • Shared resources: licensing/negotiating power, AskAway, WriteAway, ARCA • Great ELN staff and people • Great relationships with vendors and post-secondary sector • Orientation towards Open platforms and services that promote equitable access • Having all post-secondary libraries be a part of it is a strength/geographic diversity • Tiered approach 	 <ul style="list-style-type: none"> • Advocacy for partners can mean there are competing viewpoints, there won't always be consensus <ul style="list-style-type: none"> • AskAway during pandemic - sustainability is a concern • Divide between have and have not institutions - can be both a strength and a weakness
 <p><u>Key points to be mindful of</u></p> <ul style="list-style-type: none"> • Necessity of compromise • When vendors expect collaboration means uniformity • Reality of geography/how spread out we are • Decolonization/Indigenization 	

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WEAKNESSES




 <ul style="list-style-type: none"> • Tension between needs of differing sizes of institutions - collaboration may be a way to address • Opportunity to consider things differently - what does 'equity' look like? • AskAway used in different ways by institutions (e.g. some as primary reference point, for others a secondary access point) perceived inequality in staffing • More pressure on AskAway during COVID putting pressure on staff • Push vendors collectively to serve our needs/improve their products 	
 <p><u>Key points to be mindful of</u></p> <ul style="list-style-type: none"> • Underlying philosophical differences as to the purpose of BC ELN > What is the true, underlying purpose to institutions working together via BC ELN? • Opportunity to use data to inform decision-making > Explore decision-making processes for transparency etc 	

OPPORTUNITIES

 <ul style="list-style-type: none"> • Different kinds of partnership opportunities • OER/open access and how we think about it • Expansion of shared services, perhaps Arca, and also making it more accessible • Possible advocacy role for BC ELN in regards to shared services • Professional development, training support and information about services/resources <ul style="list-style-type: none"> ◦ Assistance with data management • Comments about working with Indigenous partners (e.g. OER) • Copyright advocacy, especially for smaller institutions • What external funding/grants are the staff interested in: for schools or for BC ELN itself? 	 <ul style="list-style-type: none"> • BC ELN staff's opportunities are quite different from partners' listed opportunities • Would like to see more opportunities for DEI and advocacy with BC ELN support • Clarification around what each organizations does (COPPUL, BC ELN, etc.) and not duplicating services or efforts • How to manage the differences between institutions of varying sizes? How can we increase understanding of different needs for these institutions and reach consensus? • Could BC ELN be a model for resource-sharing for the sector? Can BC ELN market the successes better? • Seeing contraction rather than growth (e.g. resources/budgets) so we need to refine what we do now rather than focus on growth
 <p><u>Key points to be mindful of</u></p> <ul style="list-style-type: none"> • BC ELN, as a creature of government/subject of government funding how much advocacy is possible? • BC ELN can't be or do everything for everyone, how many areas are possible to cover? Concerns about spreading it too thin and potential failures on this front: necessary to prioritize. <ul style="list-style-type: none"> ◦ Are there other groups that can do more direct advocacy? 	

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THREATS

 <ul style="list-style-type: none"> Financial instability, rising costs, budget pressures Heightened uncertainty in general and rapid change <ul style="list-style-type: none"> Pressure to be nimble Hard to be adaptive to everyone with such diverse needs and geographic locations Students have changing needs Increasing disparity between different types of member institutions Climate change 	 <ul style="list-style-type: none"> Members leaving services and consortial deals Changing role of academic library i.e. users not coming back after pandemic, have learned to use other resources (not universally experienced)
 <p>Key points to be mindful of</p> <ul style="list-style-type: none"> Different experiences of libraries: e.g. some experiences of decreased usage of libraries and some experiences of increased usage 	

Trends

What trends do we see emerging in library services that we need to pay attention to moving forward?

On the Horizon	Emerging	Established	Trough
<ul style="list-style-type: none"> A.I. reference All services available virtually including ILL where ebook and edelivery of print materials becomes the norm Virtual experiences Indigenization of collections Open access collections strategies/ budgeting Ebooks Sharing of ebook resources Artificial intelligence (further on horizon?) Push towards micro credentialing across the sector requires more resources Services/collections 	<ul style="list-style-type: none"> Focus on student wellness Remote services Indigenization of collections and metadata Open access (eg. Transformative agreement, BC Open Campus) Decolonizing library instruction methodologie DEI vis a vis libraires Online instruction both synchronous and asynchronous Rise and importance and quantity of research data and how libraries can support its management Library as a place of collaborative work rather than source of information Access to non-text content (video, audiobooks) Accessibility Decolonizing description (integrate this into e-resources) Structural reorganization of libraries – team, not departments; projects as well as services 	<ul style="list-style-type: none"> eBooks prioritized over physical books publisher journal packages vs aggregator databases library department partnering cross disciplinary w/in institutions unlimited user Ebooks open access resources online, collective student support, such as AskAway and WriteAway copyright Ebooks E-Books Virtual reference services Libraries working collaboratively to save money on licenses Consortial purchasing 	<ul style="list-style-type: none"> Rising costs for electronic Fear of change / fear that change will eliminate library jobs or library roles Outdated concepts o what library is Failure to diversify the ways in which the library budget is funded Big deal publisher packages Competing with other parts of the university for fund instead of collaborating Just-in-case, in person research help Print collections Large physical collections In person on-demand library workshops IP-based proxies Library value- no longer seen as necessity

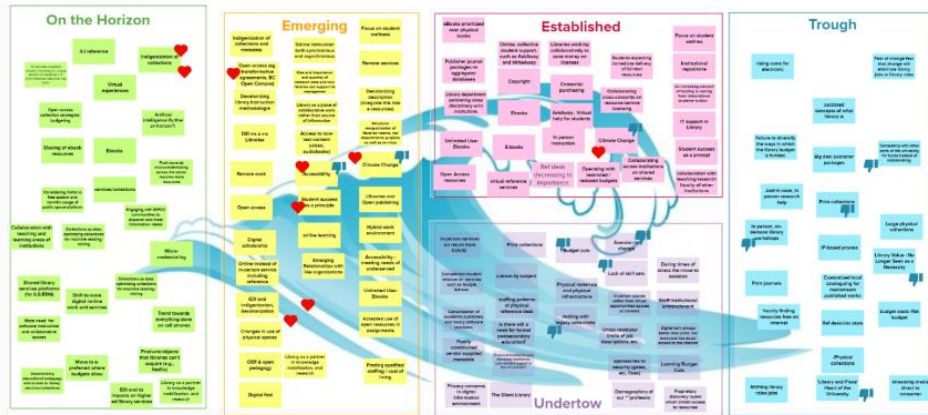
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<ul style="list-style-type: none"> ● Considering limits to free speech and harmful usage of public space/platform ● Engaging with BIPOC communities to discover and meet information needs ● Micro-credentialing ● Collections as data; optimizing collections for machine reading mining ● Shift to more digital/ online work and services ● Shared library services platform (for ILS/ERM) ● More need for software instruction and collaborative spaces ● Trend toward everything done on cell phones ● Decolonizing educational pedagogy and access to library services/collections 	<ul style="list-style-type: none"> ● Climate change ● Remote work ● Open access ● Student success as a principle ● Libraries and open publishing ● Digital scholarship ● Online learning ● Hybrid work environment ● Online instead of in-person service including reference ● Emerging relationships with like organizations ● Accessibility – meeting needs of underserved ● Unlimited user Ebooks ● Accepted use open resources in assignments ● Finding qualified staffing/ cost of living ● Online-instead of in-person service including reference ● EDI and indigenization, decolonization ● Changes in the use of physical spaces ● OER & open pedagogy ● Digital first ● Library as a partner in knowledge mobilization, and research 	<ul style="list-style-type: none"> ● AskAway...virtual help for students ● In person instruction ● Ref desk decreasing in importance ● Operating with restricted/reduced budgets ● Collaborating across institutions on shared services ● Climate change ● Collaboration cross-consortia on resources/ service licensing ● Students expecting immediate delivery of full-text resources ● Focus on student wellness ● Institutional repositorie ● An increased amount of funding is coming from international students' tuition ● IT support in library ● Student success as a principle ● Collaboration with teaching/ research faculty of other institutions 	<ul style="list-style-type: none"> ● Customized local cataloguing for mainstream published works ● Print journals ● Facility finding resources free on internet ● Ref desk/ circ stats ● Budget costs/ flat budget ● Physical collections ● Shifting library roles/jobs ● “Library and place” heart of the university ● Streaming media direct to customer
Undertow			
<ul style="list-style-type: none"> ● In-person services on return from COVID ● Competition/student reliance on services such as google scholar ● The silent library ● Budget cuts ● Physical materials and physical infrastructure ● During times of stress the move to isolation 	<ul style="list-style-type: none"> ● Consolidation of academic publishers and library software providers ● Dealing with legacy collections ● Aversion to change ● Approaches to security (gates, etc., fines) ● Demographics of our “professio” ● Digital isn’t always better than print; not everyone has equal access to the internet ● In person spaces rather than virtual opportunities/ spaces to connect ● Looming budget cutes 	<ul style="list-style-type: none"> ● Poorly constructed vendor supplied metadata ● Liaison by subject ● Staffing patterns at physical reference desk ● Is there still a need for formal postsecondary education? ● Print collections ● Lack of skill sets ● Union relations/ limits job descriptions, ect 	<ul style="list-style-type: none"> ● Privacy concerns in digital information environment ● Provincial funding for post-secondary institutions. Less and less support or less of a priority ● Proprietary discovery layers which inhibit access to resources ● Staff/institutional entrenchment

REFLECTIONS

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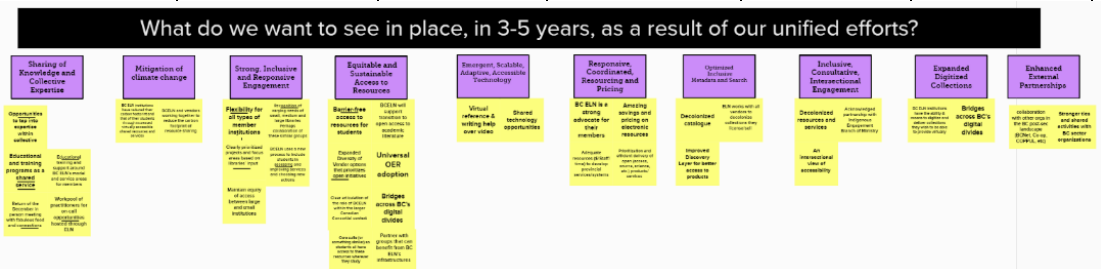
10 Years Ago	10 Years From Now	Implications
<ul style="list-style-type: none"> • Things that have to do with the pandemic • Hybrid work environments • Anything to do with climate change • Remote services • Awareness of decolonization • Awareness of student wellness • Research data management • AI • Use of cell phones for research 	<ul style="list-style-type: none"> • Surprise at the concept of libraries as a physical space • AI more common place • More open access/ DOI replace citation styles • Less reliance to peer review • Much more diverse workforce • BIBFrame • No stacks anywhere • Climate adaption strategies • More shared collections • Microcredentials would replace degrees/ Just in time learning • Libraries still around • Looking to bring back print • Unmediated user space is not a fashion that will go out or fashion • Post-COVID, we will think about community differently • More libraries • As critical infrastructure • Collections recognize diversity • Extension of collective academic and program space to host more events • Universal design being the default • Indigenized spaces and all knowledge/ways of knowing are equal • Learning on campus will look different/ majority of people will learn off campus 	<ul style="list-style-type: none"> • Decolonizing our catalogue now helps us to decolonize our services later • Evolution of trends and social media and how they affect information acquisition patterns. • Making collections/spending decisions today that move us in the direction we need to be going in the future • Ways to gather diverse input and perspectives of those not in the room • Is our vision aligned with our resource allocation • Being strategic about which trends we pay attention to and which trends don't make sense for our contexts • Moving quickly on accessibility • Use our power as a collective to our advantage • Ways to increase diversity and inclusion • Decolonizing hiring practices and performance review practice • Much more emphasis on outreach • Making decisions that benefit all of us as different libraries • How to adapt services and strategies • Building strong relationships with other sectors • The degree to which our challenges and trends overlap • Being leaders in our institutions • Emphasis on outreach • How can BC ELN help us do things together so that we aren't all doing it separately and duplicating effort



Strategic Planning
 Session 2 Documentation: Practical Vision
 December 3, 2021

What do we want to see in place in 3-5 years as a result of our united efforts?

Sharing of Knowledge and Collective Expertise	Mitigation of Climate Change	Strong, Inclusive and Responsive Engagement	Equitable and Sustainable Access to Resources	Emergent, Scalable, Adaptive, Accessible Technology	Responsive, Coordinated, Resourcing and Pricing	Optimized Inclusive Metadata and Search	Inclusive, Consultative, Intersectional Engagement	Expanded Digitized Collections	Enhanced, External Partnerships
As illustrated by									
<ul style="list-style-type: none"> • Opportunities to tap into expertise within collective • Educational and training programs as a shared service • Educational training and support around BC ELN's model and service areas for members • Return of the December in person meeting with fabulous food and connections • Workpool of practitioners for on-call opportunities hosted through ELN 	<ul style="list-style-type: none"> • BC ELN institutions have reduced their carbon footprint and that of their students through increased virtually accessible shared resources and services • BC ELN and vendors working together to reduce the carbon footprint of resource sharing 	<ul style="list-style-type: none"> • Flexibility for all types of member institutions • Clearly prioritized projects and focus areas based on libraries' input • Maintain equity of access between large and small institutions • Recognition of varying needs of small, medium and large libraries. Perhaps collaboration of these similar groups • BC ELN uses a new process to include students in assessing and improving services and choosing new actions 	<ul style="list-style-type: none"> • Barrier-free access to resources for students • Expanded diversity of vendor options that prioritizes open initiatives • Clear articulation of the role of BC ELN within the larger Canadian Consortial context • Core suite (or something similar) so students all have access to these resources wherever the study • BC ELN will support transition to open access to academic literature • Universal OER adoption • Bridges across BC's digital divides • Partner with groups that can benefit from BC ELN's infrastructures 	<ul style="list-style-type: none"> • Virtual reference & writing help over video • Shared technology opportunities 	<ul style="list-style-type: none"> • BC ELN is a strong advocate for their members • Adequate resources (\$/staff/ time) to develop provincial services/ systems • Amazing savings and pricing on electronic resources • Prioritization and efficient delivery of open (access, source, science, etc.) products/ services 	<ul style="list-style-type: none"> • Decolonized catalogue • Improved discovery layer for better access to products • ELN works with all vendors to decolonize collections they license/ sell 	<ul style="list-style-type: none"> • Decolonized resources and services • An intersectional view of accessibility • Acknowledged partnership with Indigenous Engagement Branch of Ministry 	<ul style="list-style-type: none"> • BC ELN institutions have the ability & means to digitize and deliver collections they wish to be able to provide virtually • Bridges across BC's digital divides 	<ul style="list-style-type: none"> • Collaboration with the other orgs in the BC post-sec landscape (BCNET, Co-op, COPPUL, etc.) • Stronger ties and shared activities with BC sector organizations



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What is blocking us from moving toward and/or achieving our vision?

Focus on Differences Instead of Similarities Limits Our Ability to Identify Common Goals	Individual Institutional Fatigue Dampens Enthusiasm for Creativity and Innovation	Imbalanced Cost-Sharing Models Limit Independent Decision Making about Resources and Services	Vendor Priorities and Control Impede Ability to Move libraries' Desired Initiatives Forward	Academic Publishing Systems Restricts Full, Equitable, and Diverse Collections for Libraries	Static Organizational Structure Limits Broader Participation from Library Employees	Unclear Goals and Success Metrics Obstructs Accountability and Benchmarking Progress
As illustrated by						
<ul style="list-style-type: none"> Activity is a low priority or outside scope Diverging priorities Varied pace of change by institutional size, mandate -shared issues but differing place on adoption timeline Each library invested in different platforms and ways of accessing resources Differing needs depends on institution size and purpose Ever-changing priorities at home institutions limit participation 	<ul style="list-style-type: none"> Inflexible – not thinking for the good of the group Devalued. Not important to some members Unrealistic in what is achievable Well intentioned dominant culture paralysis Reluctance due to pessimism (it won't work) 	<ul style="list-style-type: none"> Overemphasis on all-in model as a badge of value as a block to produce/ pricing improvement Inflexibility with regard to service Imbalance in capacity of libraries to contribute to initiatives in the same way 	<ul style="list-style-type: none"> Slow pace of change with metadata systems and controlled vocabularies Inflexibility of vendor systems to allow customization Vendor and external partners may not be where we are at (e.g., open initiatives) 	<ul style="list-style-type: none"> A natural tension between licensed resources and open access Equity in collections due to bias or lack of availability Uncoordinated approach to expanding digitized collections Strict standards for privacy may restrict software choices 	<ul style="list-style-type: none"> Unclear what knowledge member libraries may need from collective and who has expertise narrow vision of community building limiting engagement on ELN initiatives to directors ways to collaboratively connect for library employees (both librarians and support staff) 	<ul style="list-style-type: none"> Fragmented vision elements – would be good to consolidate some for more clarity Unclear on which external partnerships Uncoordinated and unclear about objectives and success measures



BC ELN Strategic Directions Workshop

“What innovative, substantial actions within the next 2 years will address the underlying contradictions and move us toward our vision?”

