

**BCELN**

**Innovation & Success 2011**



February 2012

All photographs courtesy of BC ELN, except institutional photos  
courtesy of the institution, and except where noted.

# Contents

- Message from our Chair and Executive Director ..... 4
- Executive Summary ..... 5
- Support for the Sector ..... 6
- Support for the Ministry’s Service Plan ..... 7
- Organizational Overview ..... 9
- 2011 Strategic Planning Process and Event ..... 11
- BC ELN Strategic Plan: 2011/2012 to 2015/2016 ..... 13
- Financials ..... 14
- Core Service Developments ..... 16
- Additional Initiatives and Collaborations ..... 19
- Risks and Mitigation ..... 22
- The Path Forward ..... 26

## Message from our Chair and Executive Director

### Meeting a Diversity of Needs

For a working parent, or a member of a First Nation in a remote community, or a Chinese transfer student struggling with the English language, or a high school graduate embarking on their first year of post-secondary education, BC ELN enables BC post-secondary libraries to offer exceptional services and resources that make a crucial difference in the path to academic and career success.



Mary Anne Guenther  
Chair, BC ELN Steering Committee and  
Coordinator of Library Services,  
North Island College  
MaryAnne.Guenther@nic.bc.ca



Anita Cocchia  
BC ELN Executive Director  
anitac@eln.bc.ca

2011 has been a year of exciting changes in the world of libraries and publishers, in trends in higher education, and in broader political and economic spheres. In publishing, 2011 has seen the explosive growth of the ebooks market, with Amazon reporting that ebook sales overtook sales of all types of print editions combined. In education, “open” is a concept attracting much attention. Meanwhile British Columbia politics saw the arrival of a new premier, a new cabinet, and new emphasis on priorities such as families and job creation. It has also been an exciting year for the BC Electronic Library Network (BC ELN), with existing services seeing continued growth and work underway toward the launch of new services.

The growth of BC ELN services in 2011 particularly benefited partner libraries in finding cost-effective ways to support the increasingly diverse needs of learners. In 21st century British Columbia, fewer and fewer students fit the “Hollywood” image of a student: young, attending class full time, living on or near campus, and spending plenty of free time socializing. A more accurate portrait of BC learners must include the economically disadvantaged who study part-time to improve their skills while also working, individuals who live in remote communities and take classes through distance education, and international students recently transferred from a partner institution overseas.

The reality today is that learners may rarely or never be on campus, meaning that library resources and services have to be available online; learners might be working during the day and only turn to studying in the evening, meaning library services have to be available long hours; and learners might be struggling with how to conduct research or complete assignments in academic-level English, meaning services must be available to assist learners with these needs. Providing affordable services that meet the diverse needs of BC learners is a challenge for post-secondary libraries.

Taking an inclusive approach, BC ELN supports libraries in reaching out to all students in a cost-effective manner. Traditional and non-traditional learners benefit equally from BC ELN services and resources that extend far beyond what libraries could offer on their own. For instance, the Undergraduate Foundation Collection (UFC) gives learners at even the smallest rural institutions access to a huge collection of high-quality online academic resources; AskAway collaborative chat reference offers instant access to expert research assistance until 9 pm most nights and on weekends; and the new WriteAway program will provide remote and online access to critical writing support services. Centralised BC ELN coordination and support ensure these services are affordable for even the smallest institutions. BC ELN efforts directly support students on their career paths, and create unique BC services which help attract both Canadian and international students to our exceptional BC institutions.

We welcome your feedback on BC ELN’s activities in 2011, and look forward to seeing exciting new developments in 2012.

# Executive Summary

The BC Jobs Plan articulates the Government's aims of growing BC's international student presence by 50% over the next four years, and of enhancing quality assurance for the sector, "ensuring that those who come to BC receive the best education and experience possible." In order to foster this strong educational experience for BC learners, BC ELN has continued to develop and expand valuable learner-focused services in 2011. BC ELN services support post-secondary students moving into high-demand career paths and attract them to BC institutions from across Canada and around the world.

In the area of licensing learner resources, BC ELN's "bread and butter" activity, this year's focus has been twofold: media and ebooks. 2011 saw BC ELN coordinate the trial and launch of two online media collections offering a range of high-quality academic content streamed from publisher servers. In the ebook realm, BC ELN added a new license for the Project Muse University Press collection, which allows learners, educators, and researchers to access thousands of academic titles from dozens of university press publishers across North America.

In 2011 AskAway, BC ELN's chat-based reference service, continued to set new records in usage, with 10% growth this year and cumulative growth of over 160% over the past three years. A new AskAway Emerging Technologies task group is exploring emerging virtual reference opportunities, including enhanced mobile and text messaging options that will make it possible for learners to access research help on the go.

BC ELN was invited by BCcampus to coordinate WriteAway, a proposed service that will provide collaborative online writing support for post-secondary students in British Columbia. The benefits of excellent writing skills are vital for learners, for institutions and employers, and for the wider BC economy. BC ELN will bring its expertise in building and supporting collaborative services to ensuring WriteAway's successful launch.

A highlight of 2011 was the creation of the 2011-2016 Strategic Plan. The strategic planning process was built around a gardening metaphor, to emphasize BC ELN's role as a fertile seedbed where partner libraries can plant new ideas, cultivate them to grow, and reap the bountiful harvest. This strategic plan ensures that BC ELN offers high quality services while remaining flexible and adaptable to meet the changing needs of its partner libraries.

In membership news, 2011 has seen an addition to the ranks of BC ELN partner libraries, with Columbia Bible College becoming the newest associate member and the 31st member library. The continued interest of private post-secondary institutions in BC ELN reflects their appreciation of the many benefits of participating in BC ELN services, and of the value of BC ELN membership.

In 2012 BC ELN looks forward to working with its partner libraries, stakeholders and key collaborative partners to develop these projects and to seek new opportunities for collaboration.

## Accountability Statement

The Steering Committee is accountable to partner libraries for the services and operations of the BC ELN partnership, and to the Ministry of Advanced Education for cost-effective use of BC ELN's core funding.

## Mission

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

## Support for the Sector

BC ELN services create value for the BC post-secondary sector in a number of ways, including direct cost savings, cost avoidance, and the connection of users to services and resources they would not otherwise have access to. While it is challenging to assign dollar values to all of these benefits, the following are a few direct measures and key benefits:

- Through **consortial database licensing**, direct cost savings of \$1.2 million (based on an estimated 30% savings per license on a total licensing activity of \$2.9 million dollars in 2011)
- By **seamlessly connecting learners** from citations to full-text resources, via the reSearcher suite, achieved avoided costs of at least \$410,000, the cost for partner libraries to license and support this type of software on their own
- **Thousands of hours of library staff time saved** by centralizing the negotiation and management of license renewal processes, facilitating interlibrary loan transactions, and coordinating the AskAway service
- Learners provided with **access to more than 85 cross-disciplinary databases** offering online journals, newspapers, ebooks, images, and dozens of other types of resources
- **Equitable access** to a huge collection of high-quality academic resources for learners in the province through the Undergraduate Foundation Collection (UFC), including more than 10,000 journals and 15 million articles
- 67 hours weekly of **real-time, chat-based research help** for BC learners and researchers through the AskAway service
- **Access to 15 million items** through the BC Library Collections Gateway (including Outlook OnLine, the reSearcher Resource Suite, and Interlibrary Loan coordination)

### Who Benefits?

- over 439,000 learners
- over 28,000 educators and researchers
- 31 partner libraries

- Ministry of Advanced Education, Student Enrolment 2011, and Employee Enrolment 2009 - 2010



Barb is just completing her last semester of the Social Work Program at **Northwest Community College**. She regularly uses the Library's print and electronic resources for her studies, while her five children use the College Daycare, the juvenile book collection and the audio-visual stations. As a single mom, Barb needed to attend a post-secondary institution near home, where childcare, flexibility and a welcoming environment would support her entire family. The support that she receives from the Library resources and the Library staff have helped Barb reach a 3.8 GPA and she is currently applying to continue on and receive her Bachelor's Degree in Social Work. As the first member of her family to get a post-secondary education, Barb is a success story and a great role model for her children.

# Support for the Ministry's Service Plan

BC ELN services contribute to the achievement of the goals of the Ministry of Advanced Education (AVED) as expressed in the AVED 2011/12 – 2013/14 Service Plan. Specifically, the work of BC ELN contributes to the following goals:

## Accessibility and quality

- By creating mechanisms to share resources and offer collaborative services across the province, and by offering those services and resources online, BC ELN increases equity among institutions and reduces geographic barriers to access. This equity benefits learners such as those in remote locations, Aboriginal learners, and those from lower-income families.
- By pooling purchasing power for licensed resources, BC ELN enables small libraries to obtain more resources at a lower cost, minimizing the impact of economic inequities.

## Training for high-demand fields

- BC ELN's role as the Administrative Centre for the Electronic Health Library of BC (e-HLbc) makes a critical contribution to the training of health care professionals in BC. By licensing health-related resources, BC ELN expertise is being leveraged to support the health sector libraries, thus benefitting all British Columbians.
- BC ELN's own suite of licensed resources supports a wide range of subjects from academic to vocational and trades-related, ensuring partner libraries can rapidly respond to changing needs as institutions adapt to the demands of the labour market.

## Increasing student recruitment and retention

- Initiatives such as AskAway and WriteAway, which are unique to BC, create high value, personalized services that attract students and exemplify a collaborative "made in BC" approach. They contribute to making BC a destination of choice for students from Canada and abroad, and support student retention throughout the post-secondary system.

B.C.'s ability to compete and succeed in the global knowledge economy is dependent upon the ability to create a highly skilled, flexible, and adaptive workforce.

*- Ministry of Advanced Education Service Plan 2011/12 - 2013/14; Goal 1, p.8*



Partner institution libraries Okanagan College, Kwantlen Polytechnic University, and Columbia College.

## The Governor General of Canada Learns about BC ELN

Early in 2011 BC ELN member **Yukon College** received a visit from David Johnson, the Governor General of Canada. The Governor General is a former professor and president of the University of Waterloo, and takes a strong interest in post-secondary education wherever he travels in Canada.

During his time at Yukon College he made a point of visiting the library, and asked library director Rob Sutherland how a small college in a remote location was able to provide library services to its users. Rob explained how the library's membership in BC ELN gave Yukon College learners and educators access to a tremendous array of online resources and services far beyond what a single small college could typically provide. The Governor General, reports Rob, was "amazed with what we had and the access to resources we could provide to our students and faculty given our location and size."

The Governor General had just learned what BC ELN partner libraries, especially small and rural institutions, already know: BC ELN plays a vital role in supporting accessible education by coordinating and facilitating services for post-secondary libraries.



Governor General at Yukon College Library



Yukon College with northern lights



Yukon College Library

## Core Services

BC ELN extends the expertise and resources of BC post-secondary libraries through a number of core services and key collaborative initiatives that include:

- **negotiating consortial licenses** for research databases on behalf of partner libraries, with licensing costs shared among participating institutions;
- **facilitating resource sharing** among partner libraries so that users at any library will have access to the province's collective information resources; and
- **coordinating AskAway**, BC's post-secondary chat reference service, in collaboration with participating libraries and BCcampus.

## 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.



# Organizational Overview

The British Columbia Electronic Library Network (BC ELN) is a partnership between the Province of British Columbia and its post-secondary libraries. BC ELN's purpose is to develop, promote, and maintain system-wide mechanisms that allow post-secondary libraries to meet the information needs of the province's learners, educators, and researchers at the lowest possible cost. BC ELN operates with core funding from the Province of British Columbia, with additional project funding and staff time contributed by partner libraries.

The 2010/11 base budget of \$485,417 from the Ministry of Advanced Education covers 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 186,000 full time equivalent students (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.

## Governance, Accountabilities, and Strategic Relationships

BC ELN is guided by a twelve-member Steering Committee, which takes primary responsibility for approving and monitoring BC ELN's strategic plan, priorities, service policies, and outcomes. The Steering Committee is accountable to partner libraries for the services and operations of the BC ELN partnership, and to the Ministry of Advanced Education for cost-effective use of BC ELN's core funding.

BC ELN sets itself apart in its approach to collaboration and engagement. BC ELN achievements are a product of collective energies and harnessed strengths where a history of trust is the foundation for each success. The underlying principle to the BC ELN style of collaboration is simple – 'Partner Libraries' are seen as just that – partners. There are no clients; there are no customers. Paths are not dictated by the consortium, rather direction is taken from the expressed needs of the BC ELN community with the ultimate focus being on retention and advancement of BC learners, educators, and researchers within the context of efficiency.

BC ELN accomplishments are a direct result of the energy created by a legacy of successful collaborations and partnerships. The recent invitation for involvement in WriteAway is a testament to the trust placed in BC ELN by its partner libraries, and the extended post-secondary sector. Large scale provincial projects like AskAway and WriteAway are possible only because of the abilities of BC ELN to leverage capacity and to provide a solid infrastructure for project management and communication. The results of this synergy are a more efficient system, a sound foundation for future developments, and an important contribution to the recruitment and retention efforts exercised within the BC post-secondary sector.

### **Steering Committee Members, as of December, 2011**

Mary Anne Guenther  
*North Island College*  
*Chair*

Gohar Ashoughian  
*University of Northern BC*  
*Small Universities*

Debbie Azaransky  
*Ministry of Advanced Education*

Anita Cocchia  
*BC Electronic Library Network*

Gregg Currie  
*Selkirk College*  
*Rural Colleges*

Charles Eckman  
*Simon Fraser University*

Sybil Harrison  
*Camosun College*  
*Urban Colleges*

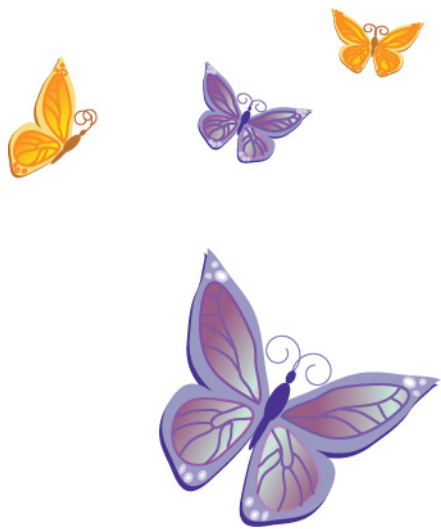
Todd Mundle  
*Simon Fraser University Officer*

Ingrid Parent  
*University of British Columbia*

David Pepper  
*BC Institute of Technology*  
*Regional Universities and*  
*Institutes with 4-year programs*

Marnie Swanson  
*University of Victoria*

Venessa Wallsten  
*Quest University Canada*  
*Associate Members*



### **BC ELN Staff, as of December, 2011**

Anita Cocchia,  
Executive Director

Gordon Coleman,  
Coordinator  
On sabbatical to May 2012

Megan Crouch,  
Coordinator

Korinne Hamakawa,  
Client Support

Heather Morrison,  
Coordinator

Sunni Nishimura,  
Coordinator

Leigh Anne Palmer,  
Coordinator  
On leave to Sept. 2012

*Limited term:*

Leah Hopton,  
Librarian

Reece Steinberg,  
Communications Librarian

### **Partner Libraries**

In 2011 Columbia Bible College, a private post-secondary institution based in Abbotsford, became BC ELN's 31st partner library. Columbia Bible College is the third private institution to join BC ELN since the Associate Member program was launched in 2008. Associate members pay standard fees and costs for the services and licenses they participate in, and annual fees which reduce BC ELN administrative costs. The continued interest of private post-secondary institutions in BC ELN reflects their appreciation of the significant benefits to participating in BC ELN services and of the value of BC ELN membership.

Alexander College	Northwest Community College
BC Institute of Technology	Okanagan College
Camosun College	Quest University Canada
Capilano University	Royal Roads University
College of New Caledonia	Selkirk College
College of the Rockies	Simon Fraser University
Columbia Bible College	Thompson Rivers University
Columbia College	Trinity Western University
Douglas College	University of British Columbia
Emily Carr University of Art + Design	University of Northern BC
Justice Institute of British Columbia	University of the Fraser Valley
Kwantlen Polytechnic University	University of Victoria
Langara College	Vancouver Community College
Nicola Valley Institute of Technology	Vancouver Island University
North Island College	Yukon College
Northern Lights College	

### **Key Collaborative Partners**

The Alberta Library (TAL)	Educational Resource Acquisition Consortium (ERAC)
BCcampus	International Coalition of Library Consortia (ICOLC)
British Columbia Library Association (BCLA)	Irving K. Barber Learning Centre, University of British Columbia
Canadian Research Knowledge Network (CRKN)	Ministry of Advanced Education
Consortia Canada	Ministry of Education, Libraries and Literacy
Council of Post Secondary Library Directors (CPSLD)	
Council of Prairie and Pacific University Libraries (COPPUL)	

# 2011 Strategic Planning Process and Event

BC ELN builds its overarching vision, mission, values and principles, goals and actions based on the expressed needs of the BC ELN community. BC ELN is accountable to the post-secondary community (via library support), and to the Ministry, through its collaboratively developed Strategic Plan. The overall framework of the plan is reviewed once every five years, while detailed project planning is developed in consultation with the community on an ongoing basis.

## Cultivating the BC ELN Garden

Engaging the whole BC ELN community in planning for the next five years was a major focus in 2011. Work began in late 2010 with the hiring of a professional facilitator and the planning of a process that would engage a wide cross-section of the BC ELN community in the creation of the new strategic plan. Gardening was chosen as a metaphor to guide the participants in considering their relationship with and expectations of BC ELN. BC ELN has always been a fertile seedbed, a place where new ideas can be planted and take root. “Grassroots and field-driven” are hallmarks of the BC ELN style, with ideas generated and priorities set by the libraries rather than the central office. Partner libraries and stakeholders contribute their resources and labour to help projects grow, and reap the bountiful harvest.

Following an environmental scan to identify opportunities and challenges in the library world, BC ELN launched an electronic Community Garden forum and extended an invitation to the broader BC ELN community to participate. Many detailed and thoughtful reflections were received on the future of BC ELN.



Strategic Planning Event, April, 2011



On April 28 and 29, key stakeholders including partner library directors, representatives of the Ministry of Advanced Education, key collaborative partners and BC ELN staff came together to participate in an energized in-person strategic planning session. The group first reaffirmed that BC ELN's mission and values statement continued to reflect the core purpose and approach of the organization. Participants were then led through a lively and varied set of activities to identify potential new strategies, services and opportunities for BC ELN, determine priorities, and articulate concrete goals. Along the way input and discussion was reflected in a series of evocative images created by a graphic artist participating in the event.

One clear outcome of the meeting was the strong endorsement by all partner libraries of the continuing importance of BC ELN's core services: learner resource licensing, the Gateway resource sharing services, and AskAway. At the same time libraries expressed hope that BC ELN could plant new ideas for services that will flourish and support the needs of libraries and their users.

Notes and decisions at this meeting, as well as the graphical images, became the basis for the strategic plan document approved in July by the BC ELN Steering Committee (see following page). BC ELN's strategic plan is a living document, ensuring that BC ELN offers the highest quality services while being flexible and adaptable to meet the changing needs of its partner libraries. Already BC ELN partner library directors have met to further articulate strategies and collectively brainstorm possible action items for the next few years in key emerging areas such as new formats for learner resources, open education, and the virtual learning commons.



Strategic Planning Event, April, 2011

# BC ELN Strategic Plan: 2011/2012 to 2015/2016

## **Bold Step 1: Increasing the Format and Content Range of Online Resources**

### *Strategy 1.1* Grow Learner Resources (Collaborative Collection of High Quality Resources)

Maintain and expand collaborative collection of learner resources to include more content and a wider variety of formats, including streaming video and ebooks.

### *Strategy 1.2* Foster BC Library Collections Gateway

Support and expand the provincial resource sharing network.

## **Bold Step 2: Facilitating Learning Commons Services**

### *Strategy 2.1* Support AskAway Collaborative Virtual Reference Service

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

### *Strategy 2.2* Explore opportunities to facilitate additional learning commons services

Actively seek opportunities to participate in the development and support of learning commons services, such as the WriteAway Collaborative Virtual Writing Service, Virtual Study Rooms, or Resumé Writing / Career Services.

## **Bold Step 3: Supporting Province-Wide Digitization and Scholarly Communication Initiatives**

### *Strategy 3.1* Connect Learners, Educators & Researchers with Digital Collections

Contribute leadership and coordination to provincial and national digitization projects in cooperation with other groups such as the BC Digitization Coalition and Canadiana.org.

### *Strategy 3.2* Articulate & Implement Open Access Archives Strategies

Articulate and implement appropriate role for BC ELN in managing open access archives (e.g. Institutional Repositories, Learning Object Repositories) and supporting adoption by BC ELN partners.

## **Bold Step 4: Ensuring a Relevant, Responsive and Sustainable BC ELN**

### *Strategy 4.1* Strengthen our Infrastructure

Ensure that the BC ELN Office has the human and financial resources needed to meet its Strategic Vision Goal effectively and efficiently.

### *Strategy 4.2* Communicate Effectively

Develop and refine BC ELN communications through targeting messages and marketing for diverse audiences.



# Financials

Projected 2011/2012 and proposed 2012/2013 budgets.

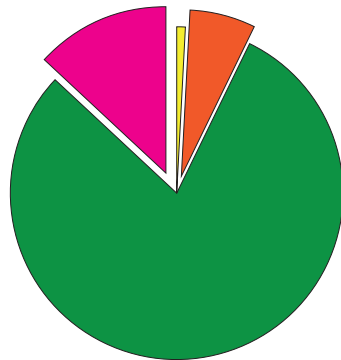
	2011/2012 Projected	2012/2013 Proposed
<b>Revenue</b>		
Ministry Core Funding	485,417	485,417
Partner Library Project Funding (flow through)	2,975,405	2,900,000
External Service Support Funding (including e-HLbc, AskAway)	232,667	202,241
Miscellaneous	39,053	48,331
<b>Total</b>	<b>3,732,542</b>	<b>3,635,989</b>
<b>Expenditure</b>		
Salaries and Benefits	336,026	346,998
Administrative Host Fee	56,000	56,000
Governance/Communication/Technology Infrastructure	27,994	24,750
BC Library Collection Gateway	104,450	106,000
Database Subscriptions (flow through)	2,975,405	2,900,000
External Service Support, Staffing and Infrastructure	232,667	202,241
<b>Total</b>	<b>3,732,542</b>	<b>3,635,989</b>

Revenue - Expenditure

-

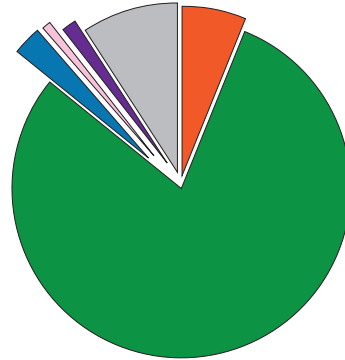
-

Projected Revenue



- Ministry Core Funding
- Partner Library Project Funding (flow through)
- External Service Support Funding (including e-HLbc, AskAway)
- Miscellaneous

Projected Expenses



- Salaries and Benefits
- Administrative Host Fee
- Governance/Communication/Technology Infrastructure
- BC Library Collection Gateway
- Database Subscriptions (flow through)
- External Service Support, Staffing and Infrastructure

## Core Administration and Gateway

*Table 2*

	2011/12 Projected \$		2012/13 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
AVED Core Funding	485,417		485,417	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, etc.)	39,053		48,331	
<b>Total</b>	<b>524,470</b>		<b>533,748</b>	
Salaries & Benefits		336,026		346,998
Administrative Host Support		56,000		56,000
Governance/Communication Infrastructure		23,859		21,500
Technology Infrastructure		4,135		3,250
BC Library Collections Gateway				
- reSearcher Suite - resource linking software		36,069		38,000
- Union databases and integrated online requesting service		68,381		68,000
<b>Total</b>		<b>524,470</b>		<b>533,748</b>
<b>Revenue - Expenses</b>		<b>-</b>		<b>-</b>

Supports and makes possible all of BC ELN's services and projects

## Licensing Learner Resources

*Table 3*

	2011/12 Projected \$		2012/13 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
Partner Library Contributions	2,975,405		2,900,000	
<b>Total</b>	<b>2,975,405</b>		<b>2,900,000</b>	
Payments to vendors		2,975,405		2,900,000
<b>Total</b>		<b>2,975,405</b>		<b>2,900,000</b>
<b>Revenue - Expenses</b>		<b>-</b>		<b>-</b>

A 'flow-through' financial activity. BC ELN pays invoices for licensed resources and receives funds from participating libraries.

## AskAway – Online Help at Point of Need

*Table 4*

	2011/12 Projected \$		2012/13 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCcampus Support	69,500		60,000	
BC ELN Support	n/a		10,000	
Partner Library Service Support Fee	45,367		44,441	
<b>Total</b>	<b>114,867</b>		<b>114,441</b>	
Service Support		91,981		90,993
Governance / Technical Infrastructure		22,886		23,448
<b>Total</b>		<b>114,867</b>		<b>114,441</b>
<b>Revenue - Expenses</b>		<b>-</b>		<b>-</b>

Funded on a partnership model between BC ELN, BCcampus, and participating libraries.

## Electronic Health Library of BC (e-HLbc)

*Table 5*

	2011/12 Projected \$		2012/13 Proposed \$	
	Revenue	Expenses	Revenue	Expenses
BCAHC Administrative Fee	97,800		97,800	
<b>Total</b>	<b>97,800</b>		<b>97,800</b>	
Coordination and Staffing		91,200		90,800
Communication/Technical Infrastructure		6,600		7,000
<b>Total</b>		<b>97,800</b>		<b>97,800</b>
<b>Revenue - Expenses</b>		<b>-</b>		<b>-</b>

BC ELN provides professional and administrative services on a cost-recovery basis.

# Core Service Developments

## A. Licensing Learner Resources

Through BC ELN negotiated licensing, BC post-secondary libraries collectively leverage their budgets so that all can offer a much larger and more diverse array of online library resources (journals, reports, newspapers, ebooks, and more) than libraries could offer on their own. This service supports a high-quality BC learning environment across the disciplines. Benefits of BC ELN licensing include direct cost savings in the form of discounts, and indirect staffing time savings by way of negotiation for all partners. In addition to cost savings, another advantage to working together is achieving best practices in the areas of service, technology, and legal terms.

With students having better access to business journals and the skills they have acquired through library instruction, the quality of their research projects has improved considerably.

- Columbia College educator,  
business & economics

### Key Achievements in 2011

- Renewed over 85 databases with low price increases
- Successfully negotiated and launched three popular new database licenses including Films on Demand, Alexander Street Press Academic Videos Online, and the Project Muse E-books Collections
- Transitioned KnowBC, a unique collection of BC reference books, from subsidy to opt-in license, bringing together library support to ensure the ongoing sustainability for a key product from a local publisher
- Provided detailed information for the Access Copyright interrogatories on BC ELN licenses and participation from 2008 to the present for the Association of Universities and Colleges of Canada (AUCC) and the Association of Canadian Community Colleges (ACCC)

### Performance Measures

	Baseline	Target	Achieved
Cost savings	Value of licensing activity in 2011: \$2.9 million	30% savings per license	100% of target Direct cost savings of \$1.2 million
Diversity of resources	Traditional, mostly text-based array of products	2 additional product types	150% of target 3 new product types: online streaming video collections, entertainment rights for public performance rights licenses, university press ebook collections
Resource growth	85 database licenses	3 new products	100% of target 87 database licenses (added 3 databases, weeded one no longer relevant)



## B. AskAway: Post-Secondary Virtual Reference

AskAway enables real-time, chat-based library help for learners when they need it. With a single click, students can connect with a librarian and receive expert research assistance. Staff from 29 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 186,000 post-secondary learners. BCcampus provides ongoing support for AskAway through the BCcampus Collaborative and Shared Services programs.



### Key Achievements in 2011

- Launched an Emerging Technologies Committee to stay abreast of developments in virtual reference and explore new reference opportunities such as text messaging
- Released AskAway Service Continuity Plan, which will provide guidance in the event of service disruptions due to natural disasters, epidemics, job action at participating libraries or severe weather occurrences
- Strengthened AskAway's infrastructure by formalizing participating library benefits and responsibilities and building an AskAway administrator community of practice

### Performance Measures

	Baseline	Target	Achieved
Number of questions	23,400 questions through AskAway in 2010	10% growth	100% of target
User satisfaction	User satisfaction rate of 98% in 2010	100% user satisfaction	98% of target
Participation	28 libraries participating	100% participation 31 libraries	94% of target 29 libraries participating

I just wanted to express my gratitude and extreme appreciation for the Library's live "AskAway" service. We were working on a special work-related project after work hours tonight and realized we needed some last minute resources in the form of archived newspaper articles - but alas, we had no idea where to begin.

After logging into the "AskAway" system, the very knowledgeable online librarian provided me with great tips, links, and even helped me troubleshoot one of the issues I was experiencing with a database. I was thoroughly impressed with his knowledge and customer service, which added to the positive online chat experience.

- *Simon Fraser University faculty member*

Great job, I was impressed [by] the quality of information given and how [AskAways] helped narrow down the exact information I needed.

- *Camosun College learner*

Funding support for AskAway is provided by BC and Yukon post-secondary libraries, and





### Undergraduate Foundation Collection

The centerpiece of the BC ELN suite of licensed products is the **Undergraduate Foundation Collection (UFC)**. This multi-disciplinary suite is accessible to every partner library and includes over 10,000 journals and fifteen million articles. The UFC benefits libraries through guaranteed advantageous system pricing that creates hundreds of thousands of dollars in cost savings and costs avoided. At the same time, the UFC supports accessibility across the BC post-secondary education system by ensuring learners from the smallest rural colleges to the largest urban universities have equitable access to high-quality online resources.

UFC provides access to approximately...

- **10,000** full text journals
- **1400** ebooks
- **15 million** articles

## C. BC Library Collections Gateway

Resource sharing enables libraries to extend their collections far beyond their own walls, leveraging the province’s total investment in libraries by ensuring learners, educators, and researchers have access to collections across the province. BC ELN’s technology infrastructure and partnership network supports the entire research chain from discovery to delivery, greatly expanding the scope of what is available to BC’s learners, educators and researchers. This group of services is collectively called the BC Library Collections Gateway. The Gateway includes:

- The reSearcher Suite, which seamlessly connects learners from a citation in one electronic resource to the full text document 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
- An online document requesting and delivery service that transfers a desired item from another library to the user’s library

### Key Achievements in 2011

- Completed 2010/11 Resource Sharing Consultations, a process which confirmed the ongoing value partner libraries obtain through the Gateway services
- Launched the Legislative Library MARC records service, making it possible for BC ELN partner libraries to seamlessly connect learners to high quality documents developed by the BC government
- Added over 2,000 journals to the CUFTS Free! Open Access Collections, bringing the total to over 12,000 journals

### Performance Measures

	Baseline	Target	Achieved
Number of connections from citations to fulltext articles and library holdings	1.2 million searches	10% increase	400% of target 1.7 million searches
Percent of student initiated searches resulting in immediate access to fulltext articles	71% successful searches	75% successful searches	105% of target 80% successful searches 1.3 million articles
Number of open access scholarly journals and magazines available to all partner libraries	10,000	10% increase	200% of target 12,000 titles

# Additional BC ELN Initiatives and Collaborations

## A. 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 health-related library resources. BC ELN serves as the Administrative Centre for the e-HLbc consortium. As the e-HLbc Administrative Centre, BC ELN provides professional services including 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 As Administrative Centre in 2011

- Successfully negotiated the 2012-2015 renewal of the e-HLbc Core Suite of resources, so that all member libraries can continue to benefit from tremendous cost savings on health information resources
- Redesigned and launched the e-HLbc website; the website is a key tool enabling member library participation in the operations of the consortium
- Supported creation of the *e-HLbc Strategic Plan 2011 - 2014*, mapping out a development path for the consortium over the coming years
- Coordinated the decision-making process that led to Canadian Virtual Health Library (CVHL) membership, enabling member libraries to benefit from even greater discounts on licenses negotiated at the national level

Our students really do use these resources – over the last two years, usage of e-HLbc resources have increased by 170%. This is partly due to some of our new programs, like the Bachelors of Science in Nursing, which are more research intensive. We couldn't offer those types of programs without the types of resources that e-HLbc lets us afford.

- Todd Rowlett,  
Health Sciences Liaison  
Librarian, Vancouver  
Community College



Douglas College  
Health Sciences

## **B. Feature Film Public Performance Rights Licensing**

The licensing of performance rights for feature films is a critical activity that supports innovative teaching and learning and facilitates the legal use of media in the post-secondary classroom. In 2010 BC ELN was asked to take on coordination of the Feature Film Public Performance Rights Licensing initiative following the dissolution of the Advanced Educational Media Acquisition Centre (AEMAC). BC ELN has successfully leveraged its existing database licensing expertise and experience, negotiating and expanding group licenses which result in a significant cost savings for libraries versus direct purchase.



### **BC ELN's Contribution in 2011**

- Negotiated renewal of the core educational licenses with a 0% price increase; three new libraries joined the more than 30 libraries already participating in the licenses
- Negotiated expanded on-campus usage rights which allow media presentations by staff and student groups outside the classroom; 20 participating libraries immediately chose to upgrade to the expanded license

Through its membership in the British Columbia Electronic Library Network (BC ELN), a BC-based library consortium, **UBC Library** is able to offer a wide array of key research and scholarly information. BC ELN's offerings allow UBC Library to provide access to well-known and valuable resources that are also licensed by secondary institutions and transfer institutions, thus providing continuity of learning. One of UBC Library's most recent and notable collections through BC ELN is Films on Demand, a database of more than 7,300 high-quality streaming video titles suitable for both undergraduate- and graduate-level courses in a variety of disciplines within the arts, humanities, medicine, science and social sciences.



Partner Institution libraries University of British Columbia, Douglas College (courtesy Randall Cosco), and Okanagan College.

### **C. WriteAway : Online Writing Support**

WriteAway is a proposed collaboration to provide online writing support for learners in British Columbia. Through WriteAway, learners will connect seamlessly to a network of tutors and resources for writing assistance. Many BC post-secondary institutions have expressed interest in this proposal, which they believe will fill a service gap for their learners. The project was initiated by the Council of Senior Student Affairs Leaders in BC (CSSAL), and is being developed in cooperation with BCcampus. A Concept Committee, made up of representatives from interested institutions and stakeholders, is leading the initiative.

## **WriteAway**



University of British Columbia  
Irving K. Barber Learning Centre

In October 2011 BCcampus invited BC ELN to play a role in building the collaborative service and launching WriteAway as a pilot project. BC ELN brings extensive expertise in building collaborative services, in particular the highly successful, multi-institution virtual reference service AskAway. BC ELN's initial tasks have included developing a project plan, drafting functional requirements for software evaluation, facilitating vendor demos, and enhancing communication about the initiative. Much is expected of this exciting new project in 2012!

### **D. Multi-consortia Collaborations**

BC ELN engages with other library consortia across Canada 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. Key partners include: The Alberta Library (TAL), the Council of Prairie and Pacific University Libraries (COPPUL), and Consortia Canada, a cooperative group of Canadian library consortia.

In 2011 BC ELN led the renewals for two of Consortia Canada's most important resource vendors, Oxford University Press and LexisNexis, benefiting over 100 libraries across Canada. In return BC ELN libraries enjoyed deep national-level discounts on more than a dozen licenses. BC ELN also participated in a highly successful global collaboration to license the Project Muse E-Books Collections, providing high quality university press ebooks across a wide range of disciplines.

74% of employers noted that writing was a key skill they sought in all new job hires.

- *Business Council of British Columbia's 2008 survey "What Are BC Employers Looking For?"*

An online collaborative service, supported and staffed by many institutions, will make possible the creation of an "anywhere" service available many more hours than a single institution can offer on its own. This will leverage existing resources and infrastructure, and create a more cost-effective, collaborative model.

- *WriteAway, [bcwriteaway.ca](http://bcwriteaway.ca)*

The benefits of excellent writing skills are vital for learners, for institutions and employers, and for the wider BC economy and society.

- *WriteAway, [bcwriteaway.ca](http://bcwriteaway.ca)*

# Risks and Mitigation

BC ELN operates at the intersection of a number of local and international spheres, and is exposed to trends and developments in areas such as demographics, economics, technology, publishing, and post-secondary education. This section outlines some of the risks to BC ELN's success, and the steps being taken to address and minimize the potential impact of those risks.

B.C.'s education system is among the world's best and, while we've always counted on it to prepare our children and youth for the future, we've barely begun to tap its potential to support our economic growth. With rapid economic expansion in Asia Pacific countries, more parents than ever before want their children to receive an English-language education—and we have growing opportunities to attract and retain a much higher number of international students.

- The BC Jobs Plan, p. 11

## Rise of the ebook

Academic resources such as journals have been steadily transitioning to online formats over the past decade or more. However, the big story of the 2011 publishing world has been the sudden and explosive growth in ebook usage. Most notably, Amazon reported in April of this year that ebook sales had overtaken sales of all types of print editions combined. Likely this trend is being driven by the increased sales of ebook reader devices, and by readers' increasing sense of comfort and convenience in buying books online and reading them on screen.

Ebooks have been part of BC ELN licensed learner resources for more than five years. For example, the Undergraduate Foundation Collection includes 1400 ebooks. KnowBC is another locally created ebook product which includes a number of important BC reference works. To further meet online needs, BC ELN is hard at work to expand ebook offerings and prepare for this new future. This year saw the launch of a new BC ELN license, the Project Muse University Press E-Book Collection, which contains thousands of academic titles from dozens of university press publishers across North America. This will make critical academic publisher materials available in ebook format; previously many were simply unavailable. As the rate of transition toward ebooks increases, BC ELN will continue to evaluate its licensed offerings in order to support partner libraries in their mission to meet the needs of users.



## The “Open Movement” in Higher Education

The “open movement” is attracting much attention in higher education and public policy circles across Canada and around the world. “Open” refers to the idea that data and resources created with taxpayer funds should be made freely available via the internet. The “open movement” is active in a number of areas:

- Open Access: Open access refers to the free sharing of academic research articles, rather than those articles being behind pay walls on publisher websites.
- Open Data: Open data means the free sharing of data sets created during academic research or by government bodies. This data can be used by programmers to create useful new tools and applications, for example a website which maps crime data from the city police force onto property assessment data from a provincial agency.
- Open Education: Open education is the concept that a university can share much of its educational resources such as lectures and assignments freely. MIT is a leader in this field. A related concept is the Open Textbook movement, which seeks to replace expensive academic textbooks from commercial publishers with free online versions.



BC ELN is already playing a role in several of these areas. BC ELN hosts the CUFTS Free! database, which enables libraries to identify open access journals. It now lists more than 12,000 titles. In 2011 BC ELN also launched the BC Legislative Library MARC records service, making it possible for partner libraries to seamlessly connect learners to BC government reports and documents. Partner libraries are now discussing what further roles BC ELN might be able to take on to support the Open Education movement in BC. “Open” will play an important role in BC ELN’s future plans.

## “Anywhere, Anytime” Education Choices

Post-secondary education in the 21<sup>st</sup> century is increasingly taking place online. Learners expect to receive a high-quality educational experience no matter where they live, how often they come to campus, or what time of day they study. The tools of the modern educator include online lectures, online discussion forums, and online assignments, usually housed and supported within a learning management system. If post-secondary libraries are to remain relevant in this “anywhere, anytime” educational context, their resources and services must also be online and integrate smoothly within a digital environment.

Increasing competition for resources and attention across institutions and communities is driving changes in the ways libraries work and collaborate.

... Libraries are coming together in new ways to:

- Build capacity and impact through cooperation
- Forge broader and more diverse partnerships
- Leverage their higher-value services
- Share innovative and efficient solutions to keep up with the rapid pace of change
- Amplify the value they bring to the communities they serve
- Analyze data in new ways that link library value to student learning, educational value and community impact.

- OCLC report *Libraries at Webscale*

BC ELN's licensed learner resources provide online access to literally millions of high-quality academic resources, including journal articles, ebooks, reports, company profiles, maps, and encyclopedias. Services such as AskAway, open until 9 pm most evenings and on weekends, allow libraries to offer online research support far beyond the hours of the library building, a particular boon for smaller institutions with fewer hours of in-person service. BC ELN is partnering with BCcampus to support WriteAway, which holds the promise of transitioning academic writing support into the online arena. BC ELN's experience in coordinating this type of virtual collaboration among institutions will make a critical difference for libraries as they build services to meet the needs of online learners.

## Economic Environment

Financial instability has continued to plague many parts of the world in 2011. While Canada is fortunately sheltered from the worst of this disturbance, caution and deficit reduction are the watchwords in governmental budgets across the country. Few BC ELN partner libraries are seeing increases in their budgets, and are therefore engaged in a constant cycle of evaluation to ensure funds are being used in the most cost-effective manner to achieve maximum benefit for users. The viability of some of the services that BC ELN provides could be jeopardized if partner libraries could not fully participate. Base funding from the Ministry of Advanced Education ensures that BC ELN remains strategically neutral in this tightened economic environment. A reduction in this funding would threaten the core infrastructure which makes possible all of BC ELN's services.

Therefore BC ELN's key strategies are to stay relevant to the goals of partner libraries and funders, provide excellence in services, and demonstrate and communicate the value of those services. BC ELN's goal of staying relevant is supported by highly participative planning processes that gather stakeholder input and use it to determine goals and priorities for the coming years. Through its quarterly newsletter, biannual strategic plan progress reports, and annual report, BC ELN consistently communicates the value and return on investment of the services and resources it provides. In a time of constrained budgets, the consortium is a vital agent in reducing costs and "doing more with less".

### Counting Collaborations More Important Than Counting Books

Collection Size Rapidly Losing Importance: Even the wealthiest academic libraries are abandoning the "collections arms race" as the value of physical resources declines. Increasingly, libraries must adapt to a world in which providing access to – rather than ownership of – scholarly resources is their primary role.

- Educational Advisory Board,  
*Redefining the Academic Library*



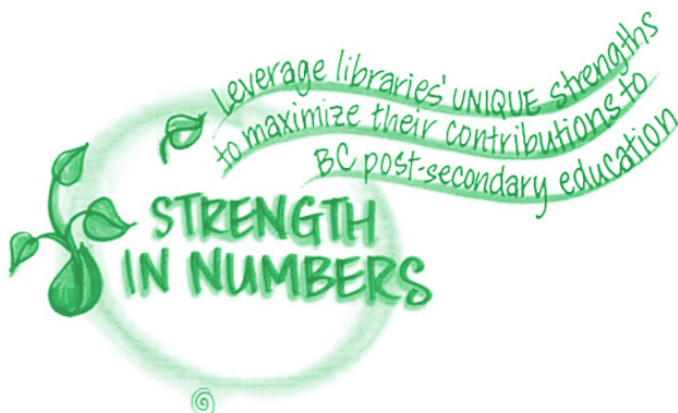
## Mitigating Risk for All

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 outlined above. BC ELN is a mechanism through which those libraries can seek protection by collaborating, pooling resources, and sharing strengths.

Coordinating actions through BC ELN allows BC post-secondary libraries 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. For example, BC ELN has been able to mitigate economic risks by reducing the rate of rise in information costs compared to the general marketplace. BC ELN also mitigates risk by freeing up partner library resources to focus on local needs and issues. Because BC ELN has created efficient central infrastructure for tasks such as database licensing, partner libraries are able to redirect efforts into other activities and services that will benefit their local community of students and researchers.

BC ELN further provides BC post-secondary libraries with risk mitigation strategies in the event of a disaster or other disruption of campus services. Besides expanding access to research help beyond campuses, AskAway functions as part of an institutional risk-mitigation strategy by providing back-up research help for students in the event that their home library services are disrupted by network failures, disasters or weather events. Collaborative services such as WriteAway will provide similar risk mitigation for other student services, fostering resilience in the BC post-secondary system.

BC ELN has come to play a vital role in organizing and facilitating collaboration among the post-secondary libraries of BC. Many of its services are quite simply essential to its partner libraries, and no other organization has the depth of experience, the strength of relationships, and the unique skill set required to meet the distinctive needs of post-secondary libraries. In a time of great change and uncertainty in the social, economic, and technological forces, BC ELN is a critical support for its partner libraries.



# The Path Forward

The success of our province is dependent upon our people excelling in their education and training opportunities to become knowledge leaders and highly skilled workers. A highly educated and skilled population will help individuals succeed in their careers and support our province to fulfill its labour and workforce productivity needs.

- Ministry of Advanced Education  
Service Plan 2011/12 - 2013/14;  
Goal 3, p. 13

The strategic planning process which took place in 2011 was an important opportunity for partner libraries and stakeholders to reflect on BC ELN's role as the "fertile garden" where important services grow strong and new projects can take root and flourish. Partner libraries reaffirmed their support for BC ELN core activities in the areas of learner resources, AskAway, and resource sharing. These services enable libraries to reach out and offer excellent services, in particular to non-traditional learners, far beyond what the libraries could offer on their own. Libraries expressed their hopes of exploring the potential to innovate in areas such as Open Education and institutional repositories, and their visions for new initiatives, including the launch of the WriteAway pilot and expansion of learner resource licensing to formats such as media and ebooks.

In 2012 BC ELN looks forward to working with its partner libraries, stakeholders and partners to develop these projects and to seek new opportunities for collaborations. As BC ELN plans for these developments, we are always conscious of the importance of library services in achieving the broader goals of the BC post-secondary system: increasing accessibility and quality, supporting high-demand career paths, and creating unique BC services which help attract students from across Canada and around the world. BC ELN will continue to fulfill its role supporting BC post-secondary libraries, adding value and achieving cost savings, and leveraging library and provincial resources to support world-class teaching, learning, and research.





**DIFFERENT PERSPECTIVES**

perspective of a recent "start-up"

users' perspective

overall gov't strategic persp.

regional perspective diversity

distributed learning persp.

new members = fresh viewpoint

perspective from a very appreciative SMALL INSTITUTION

