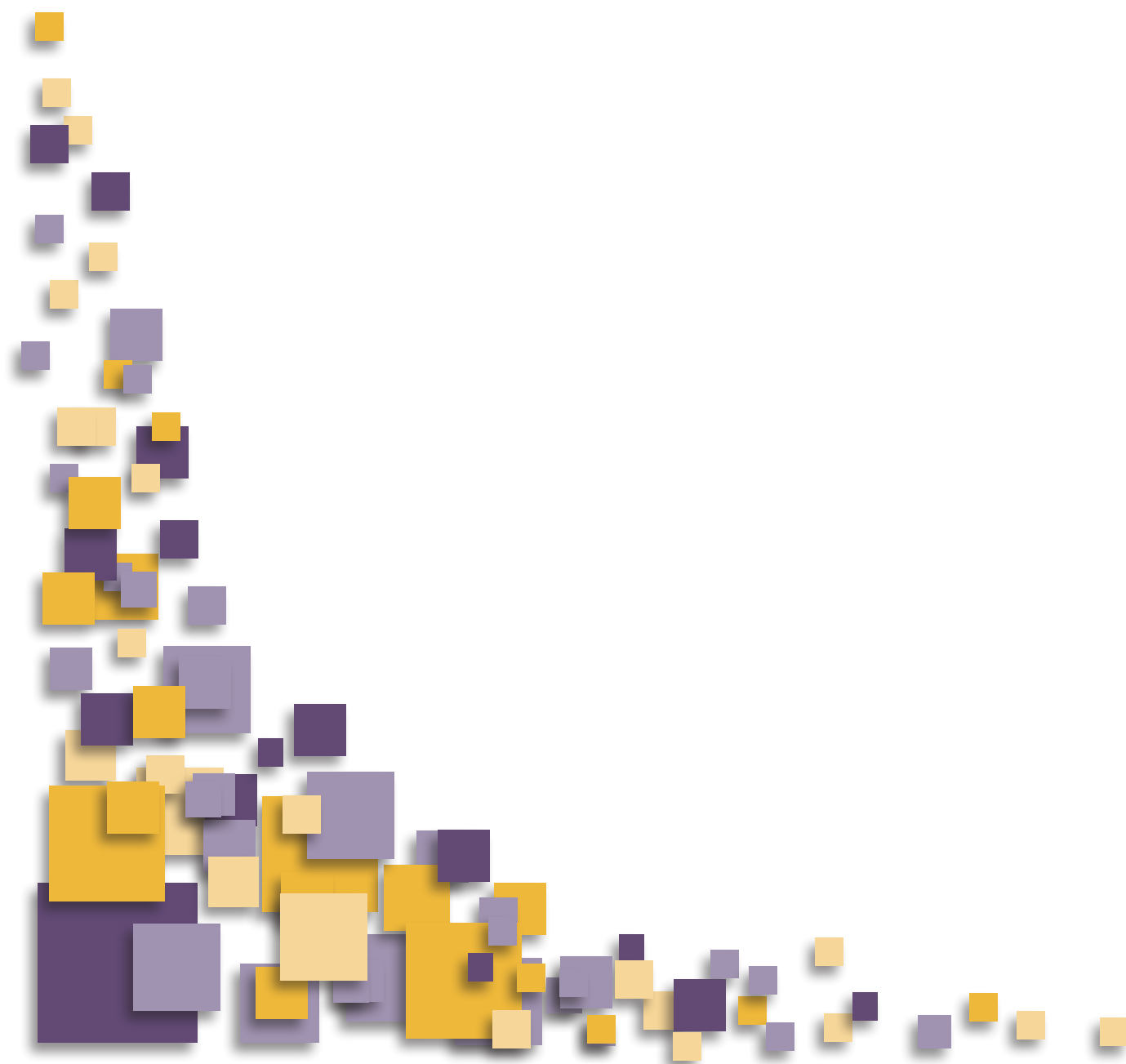


BC ELECTRONIC LIBRARY NETWORK

INNOVATION & SUCCESS 2013





BC ELECTRONIC LIBRARY NETWORK

RELEASED FEBRUARY 2014

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MESSAGE

For close to a quarter of a century, the BC Electronic Library Network (BC ELN) has brought incredible value to the post-secondary sector. Each year academic libraries save millions of dollars in avoided costs and staff time, and deliver superior resources and services thanks to BC ELN. Contemplating the effects of this work over twenty-four years, it is easy to envision that multitudes of students, educators, and researchers have benefited from the combined efforts of BC's post-secondary libraries.

Far from resting on its laurels, BC ELN continues to search for ways to cultivate new and innovative services and initiatives that will place the least strain on individual partner libraries, yet will have the most beneficial impact on the sector. Please be sure to read our *User Profiles* (p. 26) to learn more about how individuals benefit from BC ELN's work.

Post-secondary programming must anticipate the diverse backgrounds, goals and passions of learners, offering choices online and on-campus in communities across the province.

***Ministry of Advanced Education
Revised 2013/14-2015/16 Service Plan***

In 2013, BC ELN took a careful look at its core services – licensing, resource sharing, AskAway post-secondary chat reference – and worked to increase the benefits they bring to the sector. By developing a new Model License, seeking out novel products that will benefit libraries and learners, ushering in improvements to the resource sharing infrastructure, and pursuing more efficient ways to support AskAway, BC ELN has ensured these vital services will continue to deliver high value to the province.

In the past year, BC ELN has concurrently sought to bring to life innovative ideas that will advance BC's world-class education system. With administrative support from BC ELN, the WriteAway collaborative online tutoring service saw a highly successful pilot year. The notion of a provincial institutional repository program is gaining momentum thanks to BC ELN's coordination. And BC ELN has joined in the conversation about assessment – a hot topic in post-secondary library circles.

Please feel free to share your feedback on this report and on BC ELN's activities in 2013. We look forward to 2014 where we will celebrate 25 years of building strong collaborative relationships in the BC post-secondary sector!



Anita Cochia
Executive Director
BC ELN



Rosie Croft
Chair, BC ELN Steering
Committee and
University Librarian,
Royal Roads University

EXECUTIVE SUMMARY

BC ELN assists post-secondary libraries meet expanding information needs at the lowest possible cost. This is accomplished by leveraging the province's resources and by coordinating services centrally.

BC ELN 2013 HIGHLIGHTS:

- Generated over 1.5 million dollars in annual licensing cost savings; BC ELN's half-million dollar operating budget is more than covered in these savings alone
- Saved the sector over 120,000 dollars through consortial licensing of AskAway chat reference software
- Negotiated 5 new licenses and 11 trials of learner resources in student-friendly formats (e.g. ebook and video streaming), and new partner library-requested tools (e.g. Discovery Layer, Text Messaging technology)
- Led growth of provincial learning support services by building a more efficient AskAway infrastructure, bringing on a new AskAway participant, and coordinating a 6-institution pilot launch of WriteAway
- Implemented first phase of a system-wide restructuring of BC's post-secondary resource sharing system, and laid groundwork for the 2014 migration to a new Outlook OnLine interface
- Identified functional requirements for a collaborative institutional repository program that will nurture BC's knowledge creation and deliver equitable access so that all participants - no matter their size, location, or capacity to pay - will benefit

BC ELN MISSION

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.



Irving K. Barber Learning Centre, UBC

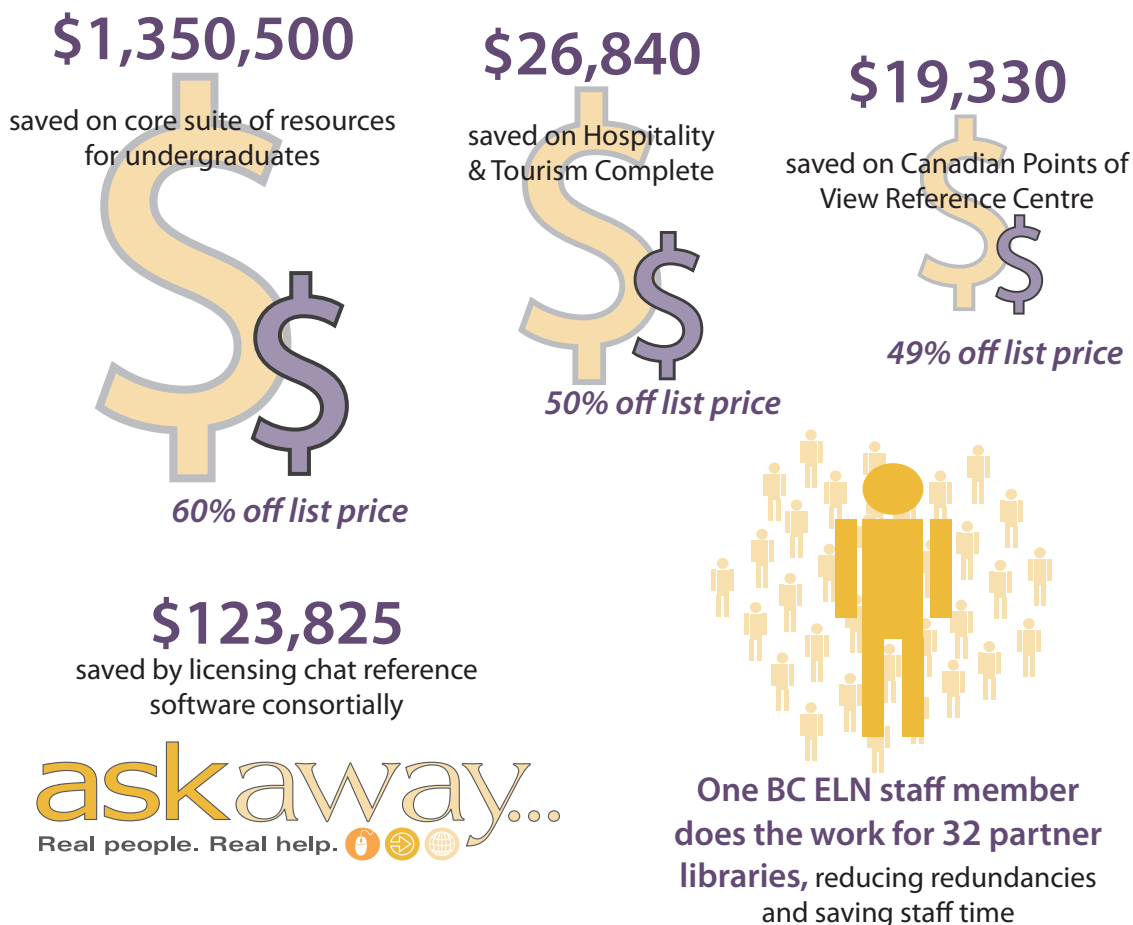
Photo by Martin Dee

- Tracked progress and impact in two strategic areas: licensing and virtual learning support services; information gathered will be used to communicate value and guide future improvements
- Strengthened BC ELN responsiveness and maximized staff skillsets through the hiring of three project librarians and conducting an office-wide restructuring of portfolios

FOCUSING ON VALUE

With a lean operating budget of just under half a million dollars, BC ELN delivers incredible value to the post-secondary sector.

Through consortial licensing, greater discounts can be achieved on learner resources. Here are examples of the savings achieved on a few of the 80+ resources that BC ELN licenses:



Every Dollar Counts...

A medium-sized university library will save approximately:

\$72,960	\$4,700	\$2,843
by participating in AskAway as opposed to offering the same service alone	by automating their interlibrary loan processes with BC ELN managed software	through consortial licensing of the popular database Canadian Business and Current Affairs (CBCA)
70% savings	94% savings	23% savings

IMPACT THROUGH LICENSING

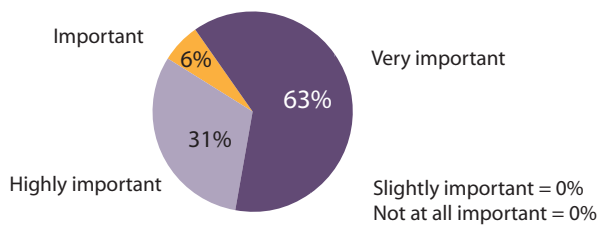
Licensing learner resources on behalf of partner libraries is a core area where BC ELN makes a significant impact on the sector. As part of a larger assessment initiative (See *Assessing Consortial Value*, p. 17), the Office conducted a survey of post-secondary libraries in the fall of 2013 to better understand how BC ELN licensing activities are meeting the needs of partner libraries and making a difference for students, educators, researchers, and librarians in the province. **The survey achieved a 100% response rate** from 32 partner libraries - a testament to the commitment stakeholders have to BC ELN.

It's hard to see how we could function without BC ELN licensing services. The savings in staff time and funds are significant.

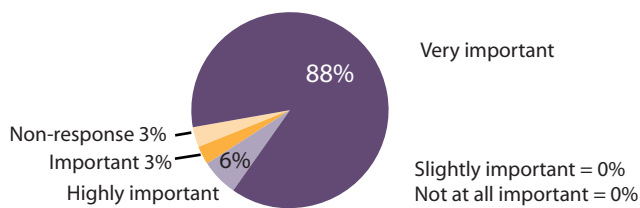
*Penny Haggarty,
Thompson Rivers
University*

Some highlights from the survey are below; a more comprehensive report of survey responses is forthcoming.

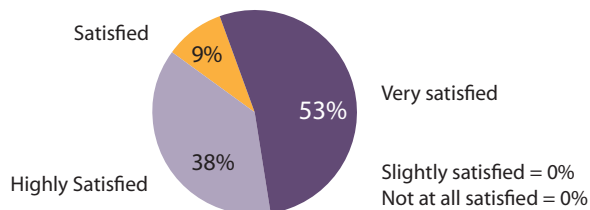
How important is it to you that BC ELN has a resource selection process in place?



In the context of all BC ELN services and initiatives, how important is the licensing of resources?



How satisfied are you with the variety of learner resource formats available through BC ELN?



MAKING A DIFFERENCE FOR LIBRARIES...

When asked *How do BC ELN licensing activities make a difference for your library?* the two most selected responses were:

- As a result of consortial discounts, our library is able to direct money saved towards other library needs
- As a result of consortial discounts, our library is able to participate in a license (or licenses) we wouldn't have been able to otherwise

MAKING A DIFFERENCE FOR LIBRARY USERS...

When asked *How do BC ELN licensing activities make a difference for your library users?* the most commonly selected responses were:

By participating in BC ELN-led resource licenses, our library users are able to...

- Access a broader spectrum of resources than we could offer without these licenses
- Access the same core suite of resources (i.e. Undergraduate Foundation Collection) throughout their academic careers
- Access the resources required to complete course-related work



UPHOLDING MINISTRY PRIORITIES

BC ELN assists the BC government and the Ministry of Advanced Education (AVED) to meet their goals.

Creating Institutional Efficiencies: AVED assists post-secondary institutions in making efficient use of their resources. BC ELN furthers this goal by leveraging the collective purchasing power of institutions to secure deep discounts on learner resources. This approach enables many partner libraries to direct money and time saved to other areas of need. BC ELN collaborative services deliver additional savings by eliminating the higher costs associated with each institution providing the same service on their own.

Savings Across the Sector: The 2013 *BC Post-Secondary Sector Administrative Service Delivery Transformation* (Deloitte) Report identifies BC ELN as an agent in maximizing library savings across the sector. BC ELN does so by negotiating consortial licenses and coordinating shared services like AskAway and WriteAway. The Deloitte Report indicates additional roles BC ELN could play in helping the sector save costs, such as managing the joint procurement of Rights Management software and facilitating digital initiatives such as a shared institutional repository.

BC ELN has been very successful at leading collaborative initiatives amongst the libraries and should play a role in facilitating future digital resources initiatives...

Deloitte Report 2013

Supporting Job Skills: Learning support services like AskAway and WriteAway strengthen the development of information literacy and writing skills – vital for today’s employees. BC ELN also licenses ejournal, ebook, and streaming video databases that support students preparing for a range of careers, including tourism and trades.

Providing Flexible Learning Options: Thanks to initiatives led by BC ELN and partners, today’s students can access books, journals, and even live research help with the click of a mouse. These anywhere, anytime resources remove barriers for distance students or those who are employed during typical service hours. Students can even transfer between institutions and still have access to the same core suite of online journal databases shared by all partner libraries – the Undergraduate Foundation Collection.



Making BC an Educational Destination of Choice: BC ELN licenses high quality resources that will help both the student working towards

his two-year College diploma and the student striving for her four-year University degree. Regardless of a student’s chosen path, the necessary resources are there to support them, along with unique virtual learning support services like AskAway and WriteAway. These resources and services make BC a highly attractive choice for prospective students.

MEETING GOALS

BC ELN is firmly committed to meeting the objectives set out by key stakeholders in its 2011/12 - 2015/16 Strategic Plan. The following sections detail the work that BC ELN has accomplished in 2013 towards advancing its goals as outlined in the Strategic Plan.

SUPPORTING ACCESS TO RESOURCES (PAGES 10-11)

- Strategic Plan Strategy 1.1 Grow Learner Resources (Collaborative Collection of High Quality Resources)
- Strategic Plan Strategy 1.2 Foster BC Library Collections Gateway

FACILITATING LEARNING SUPPORT SERVICES (PAGES 12-13)

- Strategic Plan Strategy 2.1 Support AskAway Collaborative Virtual Reference Service
- Strategic Plan Strategy 2.2 Explore opportunities to facilitate additional learning support services

FURTHERING COLLABORATIONS (PAGES 14-15)

- Strategic Plan Strategy 3.1 Connect Learners, Educators & Researchers with Digital Collections
- Strategic Plan Strategy 3.2 Articulate & Implement Open Access Archives Strategies

ENSURING BC ELN SUSTAINABILITY (PAGE 16)

- Strategic Plan Strategy 4.1 Strengthen our Infrastructure
- Strategic Plan Strategy 4.2 Communicate Effectively



SUPPORTING ACCESS TO RESOURCES

Delivering high quality resources to BC's students, educators, and researchers – at the lowest possible cost to institutions – is BC ELN's raison d'être.

The use of 'AskAway' and the online databases has been increasingly helpful during my time studying at North Island College (NIC). Whenever I write a paper, I am constantly using the databases for research for the assignments.

*Samantha Jorgenson,
General Studies, NIC*

LICENSING ACTIVITIES

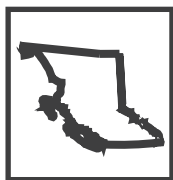
In 2013 BC ELN renewed 80+ learner resource licenses and initiated 5 new licenses and 11 license trials on behalf of its partner libraries. In keeping with its Strategic Plan, BC ELN maintained a diverse collection of resource formats (streaming videos, ebooks, geographical data) and expanded its license type offerings this year to include SMS

(text messaging) reference software and a library search discovery layer that will help researchers easily find what they are searching for in a single search experience.

KEY LICENSING ACHIEVEMENTS IN 2013:

- Achieved average one-third cost savings on consortial licenses for partner libraries
- Launched the 2013 Model License which was updated to reflect changes in Canadian copyright law; the model license reflects best practices on the basic terms of contracts to license digital information and ensures BC ELN begins license negotiations on behalf of partner libraries using the most advantageous terms and conditions
- Implemented partner library survey to determine how BC ELN licensing activities are meeting needs and where improvements can be made; achieved a 100% response rate (See *Impact Through Licensing*, p. 7 for selected licensing survey results)

BC ELN licensed resources offer an extensive amount of online full-text content and links to millions of full-text documents and items:



More than **1 million** images, maps, animations and interactive titles



Approximately **300,000** full-text ebook titles



At least **40,000** full-text journal, magazine & newspaper titles



Over **36,000** Streaming videos including exclusive Canadian content from the NFB and CBC

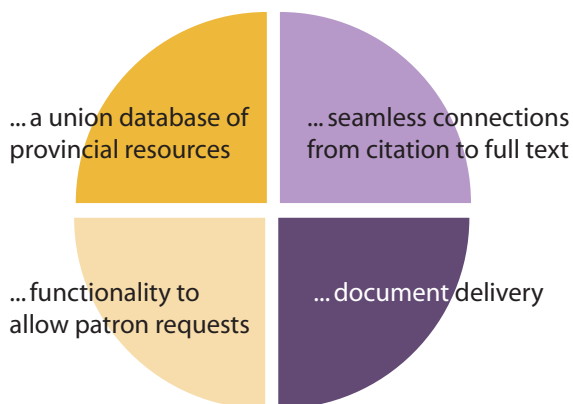
RESOURCE SHARING

BC ELN supports a resource sharing network that allows learners, educators, and researchers to connect with the library resources they need from anywhere in the province. The focus of 2013 was on updating and maintaining existing infrastructure to ensure that the system is functioning in a timely and efficient manner. Participation in the network was also expanded with the addition of Columbia College to the reSearcher Suite (see sidebar for description).

KEY RESOURCE SHARING ACHIEVEMENTS IN 2013:

- Implemented first phase of the 2014 interface migration and optimization of the provincial resource sharing system
- Transferred support of media lending and the distribution of media-related information from the Media Exchange Cooperative (MEC) to BC ELN
- Formed the Interlibrary Loan (ILL) Fee Review Task Group at partner libraries' request with the goal of creating greater efficiencies in the ILL fee structure

The **BC Library Collections Gateway** provides...



Every AskAway patron I direct to Outlook Online expresses amazement at it's usefulness and says they'll use the collaborative union database again to quickly find items to interlibrary loan.

*Myfanwy Postgate
AskAway Service Provider*

FROM DISCOVERY TO DELIVERY

Leveraging the province's investment in libraries ensures that BC learners, educators, and researchers have access to collections far beyond those held by their own institutions. BC ELN's technology infrastructure supports the entire research chain from discovery to delivery. This group of services is collectively called the BC Library Collections Gateway.

The **BC Library Collections Gateway** includes:

- **The reSearcher Suite:** seamlessly connects learners from a citation in one electronic resource to the full text document in another resource
- **OutLook OnLine:** allows learners to search all BC public and post-secondary library catalogues simultaneously
- **An integrated interlibrary loans management system:** used by BC libraries to enable provincial resource sharing and distribution of workload

FACILITATING LEARNING SUPPORT SERVICES

Students, educators, and researchers repeatedly describe how WriteAway and AskAway make a significant difference to their work. BC ELN, acting as both the WriteAway and AskAway Administrative Centres, strives to meet its strategic objective of facilitating these vital learning support services for the province.

WRITEAWAY ONLINE TUTORING

With service infrastructure firmly in place, WriteAway opened its doors to students in 2013 to great success. In the spring, summer, and fall terms, selected groups of students at six participating institutions were invited to use the service. Over the year, qualified tutors

[The WriteAway tutor] clearly stated what I needed to work on in my analytical essay, he also gave me positive feedback on what I did well. I quite enjoyed the straight forwardness.

College of the Rockies Learner

from all participating institutions provided feedback on over 1,200 writing assignments and responses to 28 short writing-related questions. Student feedback was overwhelmingly positive, with many students praising the helpfulness of the service and tutors. 2014 is shaping up to be equally successful, with several additional institutions showing interest in joining the collaborative.

KEY WRITEAWAY ACHIEVEMENTS IN 2013:

- Secured seed funding for WriteAway from BCcampus and Irving K. Barber Learning Centre, University of British Columbia
- Initiated three successful pilot terms at six participating institutions: Camosun College, College of the Rockies, Douglas College, Kwantlen Polytechnic University, Simon Fraser University, and University of British Columbia
- Implemented the Fall 2013 WriteAway student survey; 94% of survey participants* who submitted an assignment for feedback were satisfied or very satisfied with their WriteAway experience, and 100% said they were likely or very likely to use the service again
- Launched the WriteAway Update e-newsletter using new email distribution software to broadcast progress and value of this budding service



Learning Centre Tutors at Douglas College

*65 students participated in fall WriteAway Survey.

ASKAWAY POST-SECONDARY CHAT REFERENCE

2013 was an exciting year for AskAway chat reference, reflecting the fact that this well-established service continues to grow and innovate. After an in-depth software selection process, the QuestionPoint platform was chosen for a three-year license renewal. AskAway improved service infrastructure by trialing institutional queues that allow institutions to pick up questions from their own students before they roll into the common AskAway queue, by supporting upgraded chat boxes that libraries can place anywhere on their website at the patron's point of need, and by exploring new scheduling strategies.

KEY ASKAWAY ACHIEVEMENTS IN 2013:

- Managed launch of Nicola Valley Institute of Technology as newly-joined AskAway participant
- Revised the Benefits and Responsibilities framework to outline strategies that maintain sustainability of the service while supporting libraries with limited resources
- Implemented new student post-usage survey; 87% of students responding to Fall post-usage survey (3% of all AskAway users) were very satisfied or satisfied with their AskAway session, and 90% are likely or very likely to use AskAway again

I'm really grateful for this service, I've been trying to find research articles for a couple of hours with little result and was becoming super frustrated. The librarian that assisted me got me on the right track almost instantly.

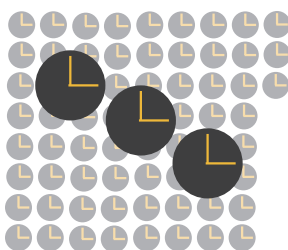
KPU Learner



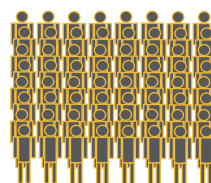
180,000
students in the province have access to research assistance through AskAway



1 click
and learners can connect from home, campus, anywhere - with an experienced service provider



67 hours
of chat reference available each week; smallest institutions need only contribute 3 hours of staffing per week



Over 200
service providers answering questions quickly and professionally each week



30,000
questions answered from students, educators, and researchers - conveniently at point of need

FURTHERING COLLABORATIONS

BC's post-secondary libraries are full of staff members with heart, drive, and creative ideas to improve the system. BC ELN acts on the direction of partner libraries to bring these innovative ideas to fruition.

ELECTRONIC HEALTH LIBRARY OF BRITISH COLUMBIA (E-HLBC)

Acting as the e-HLbc Administrative Centre, BC ELN provides project management, license negotiation, and technical support on a cost-recovery basis. 2013 was a noteworthy year for e-HLbc. The dominant task was an intense but highly successful transition from the BC Academic Health Council (BCAHC) to new host site Simon Fraser University (SFU). The process provided opportunities to refresh foundational documents, governance structures, and operational processes, thus creating greater efficiencies. Amidst this transition, the Administrative Centre carried on with the important work of maintaining and growing e-HLbc's licensed collections.

On behalf of the e-HLbc Steering Committee, we are pleased with the exceptional administration and support that the BC ELN provides to our consortium. Because of the expertise of the ELN staff, they are able to provide excellent oversight on operations from human resources decisions to software management decisions. Expertise in electronic resource licensing is a unique skill and to have our consortium housed within the ELN operations provides synergies that are not otherwise available. Partnerships have developed that allow the e-HLbc to purchase access to additional resources that would otherwise not be available.

*Ruth Rochlin
Chair, e-HLbc*

KEY E-HLBC ACHIEVEMENTS OF 2013:

- Managed a seamless host site transition of e-HLbc from the BCAHC to SFU Library, ensuring a strong and sustainable organization
- Revised key documents and policies to reflect current organizational structure and bring these in line with new host institution's policies
- Hired a limited term librarian to provide members with database licensing and membership support

E-HLBC PARTICIPATION

e-HLbc is a multi-type consortium that makes online health-related library resources available to health students and practitioners across the province.

e-HLbc Members:

3 Provincial Ministries
6 Regional Health Authorities
7 Health Professional Organizations
26 Post-Secondary Institutions



Abbotsford Regional Hospital and Care Centre (Fraser Health Authority)

COLLABORATIVE INSTITUTIONAL REPOSITORY PROGRAM

As expressed in its Strategic Plan, BC ELN has a directive to articulate and implement open access archives strategies. Driven by strong interest from the partner library community, throughout 2013 BC ELN has initiated investigation of a collaborative institutional repository (IR) program. Post-secondary institutions need an affordable approach to preserve and archive the output of student and faculty research, as well as provide open access to this research. Working collaboratively through BC ELN, the post-secondary system will achieve economies of scale, foster standardization, and improve services for students, educators, and other post-secondary stakeholders.

KEY IR ACHIEVEMENTS OF 2013:

- Surveyed broader consortial community on collaborative repositories, confirming that successful collaborative efforts exist, and locating models that would be effective in the BC environment
- Identified functional requirements to guide decision-making and ensure that IR software chosen meets international standards and best practices
- Developed IR goal statements; unanimously supported by partner libraries as the pillars for a collaborative IR program in BC

OPEN ACCESS RESOURCES

Open Access (OA) refers to the free sharing of academic research articles, which are generally based on tax-payer funded research, rather than those articles being behind



16,000
open access titles
currently listed in
the CUFTS Free!
database

pay walls on publisher websites and accessible only to a limited audience. While there are more than 1.5 million OA articles available, one of the biggest challenges for libraries is awareness of these materials so that they can be integrated into library catalogues, OpenURL link resolvers, web pages, course management systems, etc. BC ELN hosts the CUFTS Free! database, which enables libraries to identify open access journals. BC ELN also facilitates the BC Legislative Library MARC records service, making it possible for partner libraries to seamlessly connect learners to open access BC government reports and documents.

WHAT IS AN INSTITUTIONAL REPOSITORY?

An institutional repository is a digital collection of a college's or university's intellectual output. Institutional repositories centralize, preserve, and make accessible the knowledge generated by academic institutions.

Why would a collaborative IR program be valuable to the sector?

- Provides a **cost-effective solution** to rising need for digital access to institutional research and materials
- Creates **equitable digital access** to resources for all students, educators, and researchers, regardless of location
- Provides **support for smaller, less-equipped institutions** to get IRs off the ground thanks to centralized coordination and program development

ENSURING SUSTAINABILITY

Based on a solid foundation of trust and transparency, BC ELN commits to furthering the best interests of partner libraries in every decision made and every action taken.

BC ELN CORE VALUES AND PRINCIPLES

Collaboration: Together we are stronger. We work as a collegial community in a spirit of teamwork, participation, and inclusion.

Trust: 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.

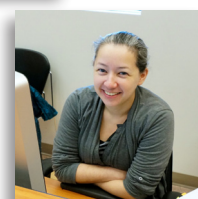
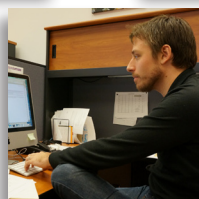
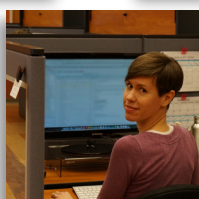
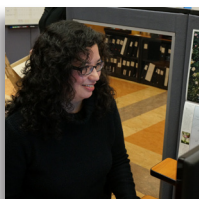
Sustainability: We ensure our on-going viability through continuous improvement, cost-effectiveness, and accountability for results.

BC ELN INFRASTRUCTURE AND COMMUNICATION

Vitality in the BC ELN consortium depends on its strong Office infrastructure and the ability to clearly communicate BC ELN progress and value to stakeholders. In 2013, the Office hired three limited term librarians and conducted an office-wide restructuring of staff portfolios to ensure projects could continue to progress and grow at a healthy pace. The Office also spearheaded a consortial assessment initiative to improve communication of BC ELN value and pinpoint areas for improvement.

KEY INFRASTRUCTURE ACHIEVEMENTS FOR 2013:

- Confirmed annual budget allocation from Ministry of Advanced Education as well as annual funding support for AskAway and WriteAway programs
- Ensured Strategic Plan initiatives progressed due to careful allocation of human resources
- Assessed target activities and programs via the 2013 BC ELN Licensing Activities Survey, 2013 WriteAway Student Survey, and re-designed AskAway Post-Usage Survey



ASSESSING CONSORTIAL VALUE

Throughout 2013, the BC ELN Office has devoted time and energy to developing an assessment initiative that would both harness information about the consortium's value, as well as pinpoint areas for improvement. Two strategic areas were targeted for assessment in 2013: Licensing Activities and Virtual Learning Support Services.

A timeline is in place to guide assessment activities into 2014. It is important to remember that this process is cyclical; areas will be targeted for assessment in phases, and assessment methods will be reviewed regularly to ensure that relevant information required to make decisions is being collected.

- **SEPTEMBER TO DECEMBER 2013**
Developed, revised, and implemented surveys to assess Licensing Activities and Virtual Learning Support Services
- **JANUARY TO APRIL 2014**
Conduct analysis of data collected; report results in annual and special reports
- **MAY TO AUGUST 2014**
Discuss assessment outcomes and take action where applicable; review assessment tools; develop goals/measures of progress for next round of assessment
- **SEPTEMBER TO DECEMBER 2014**
Develop assessment tools to assess Resource Sharing and Internal Infrastructure

MEASURING IMPACT OF LICENSING ACTIVITIES

The value of BC ELN licensing activities is demonstrated in part by the financial impact made on the sector. Since these activities are driven by partner libraries, value can also be measured by partner library satisfaction with these services. To better understand how licensing activities are meeting partner library and user needs, a survey was conducted in the fall of 2013; a comprehensive report of survey responses will be forthcoming (see *Impact Through Licensing*, p. 7 for highlights of the survey).

MEASURING IMPACT OF VIRTUAL LEARNING SUPPORT SERVICES

Students who used AskAway and WriteAway in the fall of 2013 were invited to share feedback via surveys. In addition to asking about student satisfaction with the services and willingness to use them again, students were asked questions aimed at learning how the services had made a difference in their academic lives. Results from these surveys will be shared in upcoming annual AskAway and WriteAway Actions & Achievements reports.



RESPONDING TO RISKS & OPPORTUNITIES

Participation in BC ELN helps partner libraries overcome many systemic challenges that threaten their provision of high quality services to students, educators, and researchers.

Risks posed by reduced institutional budgets, rising costs of learner resources, and local disasters that could disrupt services are all significantly mitigated by BC ELN's negotiation and coordination work. However, BC ELN itself is not immune to the same risks all library consortia face, and works to reduce the impact of potential threats.

RISK MANAGEMENT



The Geoffrey R. Weller Library,
University of Northern British Columbia

Loss of External Project Funding: BC ELN collaborations like AskAway and WriteAway depend on external funding that may be reduced. The BC ELN Office works with partners to build sustainable models for these important learning services, and provides leadership and advocacy for partner libraries as they navigate disruptions to funding structures.

Loss of Participation: A reduction in library partnerships would threaten progress made towards building a stronger shared infrastructure for BC's post-secondary libraries. This risk is mitigated by a) steadfast adherence to meeting Strategic Plan goals, as directed by stakeholders, b) ongoing assessment of program areas and communication of BC ELN value through semi-annual/annual reports and online newsletter, and c) the provision of outstanding customer service.

Program areas strive to create policies that are responsive to the unique needs of participating libraries. For example, the AskAway Benefits and Responsibilities framework presents options to allow institutions with diverse needs to participate.

Infrastructural Stability: Careful management of financial and human resources is paramount to the ongoing success of BC ELN. Thanks to experienced executive leadership, thoughtful allocation of human resources, and adherence to budget plans and host institution policies, BC ELN infrastructure is robust and successful.

OPPORTUNITIES THAT BENEFIT THE SECTOR

BC ELN doesn't just help libraries avoid risks, it also enables institutions to participate in opportunities that benefit the entire post-secondary sector.

Negotiation from a Position of Strength: BC's post-secondary institutions are stronger together; BC ELN is uniquely positioned to seek out financial opportunities on behalf of its partner libraries and negotiate advantageous pricing across all its service areas.

Virtual Learning Support Services: Students in the province receive fast, flexible research and writing assistance beyond the limitations of library buildings and traditional hours of service thanks to AskAway and WriteAway. Centralized coordination is possible only in the context of the larger BC ELN Office, which provides capacity and infrastructure for project management, communication, governance, and technology.

Collaborative Institutional Repositories: Motivated by member interest and the forthcoming open access mandate that will be instituted by the three federal research grant-funding agencies in Canada, BC ELN is actively engaged in building a collaborative institutional repository (IR) program.

This program will assist individual institutions launch an IR so they can preserve and make openly accessible the knowledge generated by their institution, while creating a shared space to make all research generated in the BC post-secondary system available to the broader community. This provincial project benefits all participants in the post-secondary system so that:

- Students, educators, and researchers will have a space to host their research output and will be able to easily discover that content
- Institutions will have a space to showcase innovative work
- British Columbia will have a platform to promote our province as a hub for knowledge creation

WHERE WOULD BC'S POST-SECONDARY INSTITUTIONS BE WITHOUT BC ELN?

- Without collaborative licensing and a cooperatively supported resource-sharing network, **libraries would pay far more** for the resources their students require – or **not be able to provide them at all**
- Without collaborative services like AskAway, **institutions could not provide** their students with the extensive online research help they desperately need
- Without collaborative pilot programs like WriteAway and a collaborative institutional repository program, **institutions could not move forward on initiatives** that will create systemic cost-efficiencies while bringing benefits to the province's students, educators, and researchers

MOVING FORWARD

On the cusp of its 25th anniversary...

... BC ELN is looking forward to celebrating a quarter century of leadership in post-secondary library learning and community networking. BC ELN is implementing new initiatives for 2014 in a number of areas, including:

RESOURCE SHARING INFRASTRUCTURE

Upgrades to technology underlying the BC Library Collections Gateway (see p.11) will streamline processes and facilitate better workload distribution across the system. BC ELN will provide support, training, and expertise to partner libraries throughout this process, ensuring a high standard of access to resources for students.

DATABASE PERMISSIONS

Copyright compliance has emerged as a significant challenge affecting every BC post-secondary institution. In the coming year BC ELN, in collaboration with partner libraries, will review existing licenses and work towards a common understanding of permissions rights to help libraries and users comply with licensing agreements and Canada's Copyright Act.

PROVINCIAL CITATION KNOWLEDGE BASE

Appropriate attribution of sources is a critical component of academic writing, yet many students in the province struggle with this. BC ELN is investigating the adoption of a collaborative citation style knowledge base to support service providers in assisting students.

COLLABORATIVE INSTITUTIONAL REPOSITORY PROGRAM

With hearty support from partner libraries, BC ELN is moving forward on a collaborative institutional repository program for the province.

CONSORTIAL ASSESSMENT

In 2014 BC ELN will report and take action on assessment results from Licensing Activities and Virtual Learning Support Services surveys. After this, goals will be defined for the next phase of assessment.

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

APPENDIX A: FINANCIALS

With minimal critical core funding from AVED, funding from external partners, and partner library contributions, BC ELN is able to provide crucial infrastructure to meet provincial post-secondary needs.

2013/2014 PROJECTED REVENUE

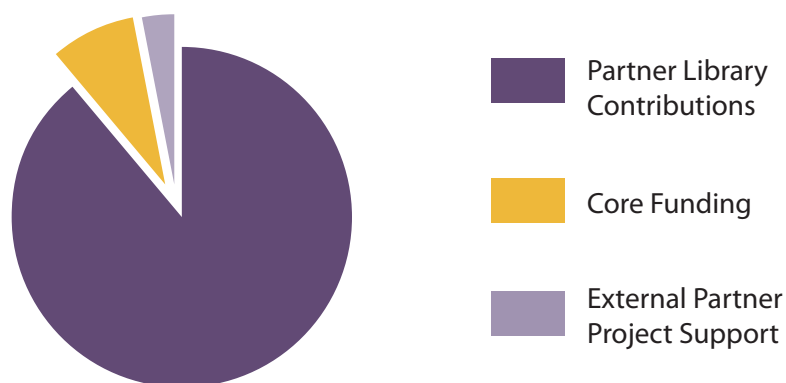


Table 1

2013/14 Projected \$	
Revenue	Expenses

AVED Core Funding	485,417	
Salary Adjustments	76,512	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, etc.)	39,287	
Total	601,216	
Salaries & Benefits		400,742
SFU Host Support		56,000
Technology Infrastructure		9,650
Governance / Administration		20,674
BC Library Collections Gateway		
• reSearcher Suite - resource linking software		37,340
• Union databases and integrated online requesting service		57,810
Learning Support Services		
• AskAway Chat Reference		15,000
• WriteAway Online Tutoring		4,000
Total	601,216	601,216

Revenue - Expenses

-

Core Administration and Gateway

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

APPENDIX A: FINANCIALS CONTINUED

Table 2		2013/14 Projected \$		
		Revenue	Expenses	
AskAway Chat Reference Funded in partnership with BC ELN, BCcampus, and participating libraries	BCcampus Support	55,000		
	BC ELN Support	15,000		
	Partner Library Service Support Fee	51,528		
	Total	121,528		
	Service Support		95,386	
	Governance / Administration		1,365	
	Technical Infrastructure		22,777	
	Total		119,528	
	Revenue - Expenses			2,000*

*Targeted 2014/15 carryforward

Table 3		2013/14 Projected \$		
		Revenue	Expenses	
WriteAway Online Tutoring Funded in partnership with BC ELN, BCcampus, and Irving K. Barber Learning Centre, UBC	BCcampus Support	17,500		
	Irving K. Barber Learning Centre, UBC Support	15,000		
	BC ELN Support	4,000		
	Total	36,500		
	Service Support		35,727	
	Governance / Administration		547	
	Technical Infrastructure		226	
	Total		36,500	
	Revenue - Expenses			-

Learner Resources

Flow-through finances for licensing activity between BC ELN and participating libraries

Table 4		2013/14 Projected \$	
		Revenue	Expenses
Partner Library Contributions		3,495,100	
	Total	3,495,100	
Payment to Vendors			3,495,100
	Total		3,495,100
Revenue - Expenses			-

Electronic Health Library of BC (e-HLbc)

BC ELN acts as host site and provides professional and administrative services on a cost-recovery basis

Table 5		2013/14 Projected \$	
		Revenue	Expenses
e-HLbc Administrative Centre Support		104,778	
e-HLbc Miscellaneous Revenue		73,880	
Transition Transfer from BC Academic Health Council (BCAHC)		43,698	
e-HLbc Database Licensing: Member Contributions		2,082,000	
	Total	2,304,356	
Coordination and Staffing			102,009
Governance / Administration			6,492
Technical Infrastructure			11,643
e-HLbc Database Licensing: Payment to Vendors			2,082,000
	Total		2,202,144
Revenue - Expenses			102,212*

*Targeted 2014/15 carryforward

APPENDIX B: ORGANIZATIONAL OVERVIEW

STEERING COMMITTEE AS OF DECEMBER, 2013

Rosie Croft

Royal Roads University
Chair

Tim Atkinson

Vancouver Community College
Urban Colleges

Jonathan Bengston

University of Victoria

Anita Cocchia

BC Electronic Library Network

Kate Cotie

Ministry of Advanced Education

Natalie Gick

Simon Fraser University Officer

Mary Anne Guenther

North Island College
Rural Colleges

Todd Mundle

Kwantlen Polytechnic University
*Regional Universities and Institutes
with 4-year programs*

Brian Owen

Simon Fraser University

Ingrid Parent

University of British Columbia

James Rout

Emily Carr University of Art + Design
Small Universities

Venessa Wallsten

Quest University Canada
Associate Members

BC ELN functions as a partnership between the post-secondary libraries of British Columbia and the Ministry of Advanced Education. BC ELN operates with core funding from the Province of British Columbia, with additional project funding and staff time contributed by partner libraries.

The 2013/2014 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 180,000 FTEs around the province. Half of BC ELN partner libraries are small, serving less than 5,000 FTEs each. With their smaller staffing complement, the province's smaller post-secondary libraries are especially dependent on BC ELN services.

GOVERNANCE

BC ELN is guided by a Steering Committee with representation from BC post-secondary libraries and affiliated stakeholders. The BC ELN Steering Committee takes primary responsibility for approving and monitoring BC ELN's strategic plan, priorities, service policies and outcomes. Simon Fraser University (SFU) serves as the administrative home of BC ELN.

ACCOUNTABILITIES

The BC ELN 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 core funding.

STRATEGIC DIRECTION

BC ELN's strategic direction is developed through a collaborative approach. Strategic planning involves the entire BC ELN community, and accountability documents such as the *Innovation & Success* report indicate strategic achievements. BC ELN does not dictate its own direction, but rather sets its course based on the expressed needs of the post-secondary community, with the ultimate focus being on retention and advancement of BC learners, educators, and researchers.

PARTNER LIBRARIES AS OF DECEMBER, 2013

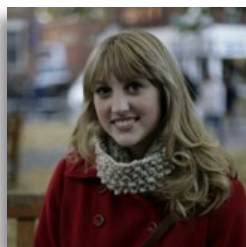
Alexander College	Northwest Community College
British Columbia Institute of Technology	Okanagan College
Camosun College	Quest University Canada
Capilano University	Royal Roads University
College of New Caledonia	Selkirk College
College of the Rockies	Simon Fraser University
Columbia Bible College	Thompson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

BC ELN AND E-HLBC STAFF AS OF DECEMBER, 2013

Anita Cocchia, Executive Director	<i>Limited Term</i>
Gordon Coleman, Coordinator (20% appointment to March 2014)	Jennifer Bancroft, e-HLbc Librarian
Korinne Hamakawa, Client Support	Leah Hopton, Project Coordinator
Vacant Position	Sunni Nishimura, Coordinator
	Leigh Anne Palmer, Coordinator
	Brandon Weigel, Librarian
	Erin Ziegenfuss, Librarian

APPENDIX C: USER PROFILES

Meet Angelica, Kathryn, and Jeremy, three of the many individuals that benefit from the work that partner libraries accomplish through BC ELN.



ANGELICA BARBER
STUDENT, GENERAL ARTS & SCIENCES
CAPILANO UNIVERSITY

Angelica Barber is a busy young person, balancing work as a pre-school teacher at a school for kids with speaking and learning disabilities, a volunteer commitment at an elementary school, and her part-time studies at Capilano University. She does most of her academic research and writing at home and in the evening, so having access to reliable online resources accessible past regular in-person service hours is essential: "Occasionally I go into the library but not often. I definitely prefer online resources - I'm too busy to go to the library."

When topics were really hard AskAway helped me to figure out how to section the topic and find different resources.

Angelica Barber

Angelica has used AskAway for help finding articles for assignments, like a recent paper on postpartum depression and its effects on children for her Child Development class. She finds AskAway "very helpful", describing how AskAway service providers have helped her become a more self-reliant researcher: "I didn't realize that I could mark off exactly what I wanted, like peer-reviewed and available online and specific journals - that was great! It was also really great to learn about the different subject terms and how to use them to find other things - I use that a lot now."



KATHRYN NEELEY
INFORMATION SERVICES LIBRARIAN
QUEST UNIVERSITY CANADA

Quest University Canada (QUC), a private university in Squamish BC, joined BC ELN as an associate member in 2009. Kathryn Neeley, Information Services Librarian at QUC has witnessed how participation in BC ELN has impacted QUC's library and users.

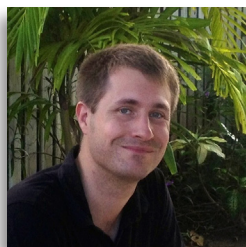
Kathryn explains that participation in BC ELN consortial licenses "makes an enormous difference to our library. Without this partnership we would not be able to provide access to some of our key database resources. These resources enable our students to access current scholarly research that would otherwise be difficult to locate, especially from Squamish!"

Kathryn emphasizes that QUC students, educators, and researchers benefit from resources “every day”. She describes the reactions students at her institution have to these resources: “Students are delighted when we’re able to add more electronic resources to our research arsenal. We have seen very positive reactions, from the humanities student who just discovered Project MUSE to the neuroscience student who found the perfect book in EBSCO Academic e-Books.”

Participation in BC ELN has benefits beyond cost savings and expanded support for students. “Being a part of AskAway makes us feel more connected to other institutions in British Columbia,” says Kathryn. “It allows us to interact with students and disciplines that we may not otherwise be in contact with, and helps keep us abreast of what’s going on in the library world.”

We have seen very positive reactions, from the humanities student who just discovered Project MUSE to the neuroscience student who found the perfect book in EBSCO Academic e-Books.

Kathryn Neeley



DR. JEREMY SNYDER
ASSOCIATE PROFESSOR, PUBLIC HEALTH ETHICS
SIMON FRASER UNIVERSITY

Dr. Jeremy Snyder is an Associate Professor of Public Health Ethics at Simon Fraser University in the Faculty of Health Sciences.

Dr. Snyder’s research interests focus on the growing business of medical tourism and exploitation in pharmaceutical testing.

Between his busy schedule, writing, and travel abroad for research, it is paramount that Dr. Snyder find reputable information quickly – and more and more often, online. Articles for many of the journals Dr. Snyder needs are multidisciplinary: “Sometimes I find what I need in Philosophy journals, other times Health or Geography articles.” He relies on a selection of information from a variety of peer-reviewed sources, including many found in BC ELN-facilitated databases.

It’s not only research that keeps him on the run – Dr. Snyder teaches the only “W” writing requirement course in the Faculty of Health Sciences at SFU. He notes that, “a service like WriteAway Online Tutoring could really help my students advance their writing skills, achieve their goals in my course, and ultimately get the tools they need to find jobs in the high impact field of health and medicine in BC.”

A service like WriteAway Online Tutoring could really help my students advance their writing skills, achieve their goals in my course, and ultimately get the tools they need to find jobs in the high impact field of health and medicine in BC.

Dr. Jeremy Snyder

