

BC Electronic Library Network

Innovation & Success 2015





British Columbia Electronic Library Network

Released February 2016

Contents

Message	4
Focusing on Value	5
Value Snapshot	6
Upholding Ministry Priorities	7
Collaborative Licensing	8
Resource Sharing	9
Learning Support	10
Shared Services	11
Responding to Risks and Opportunities	12
Strategic Planning	13
Moving Forward	14
Appendix A: Financials	15
Appendix B: Organizational Overview	18
Appendix C: Partners	19

Message

In the last Innovation & Success report, we took the time to reflect on BC ELN's first 25 years as British Columbia's post-secondary library consortium. This year we forge ahead, charting a future that ensures BC ELN thrives in the next quarter century. Highlights of the year include:

Enhancing Sustainability for Existing Services

Existing services received close attention this year to ensure their ongoing stability. In licensing, BC ELN supported product comparison for its Undergraduate Foundation Collection and recast the resources forum and ranking survey. AskAway continued to mature with new best practices and updated training. BC ELN collaborated with Public Library InterLINK and Libraries Branch (Ministry of Education) to improve service delivery for resource sharing in the province.

Developing Road Maps for New Initiatives

In 2015 BC ELN launched Arca, an open network of post-secondary digital repositories. Development of this initiative has been a community-driven process, as is planning for its next phase. BC ELN also actively joined the cross-sector conversation about a proposed Provincial Digital Library (PDL). In late 2015, BC ELN formed the PDL Task Group to explore how the post-secondary sector can contribute to the vision of a provincial digital library.

Charting a Future for BC ELN

To inform the consortium's 2016-2021 Strategic Plan, the BC ELN Office spent time consulting with library and external partners to identify trends, opportunities, and hopes for BC ELN. Partner library directors and stakeholders joined together for a one-day strategic planning session in December to brainstorm prospective goals that will guide BC ELN's momentum going forward.

Innovation & Success 2015 describes the value that BC ELN brings to the province and the many positive outcomes of its work. We are proud of these accomplishments and look forward to the year ahead.

“ Without the work done for us by BC ELN, we would experience a severe hit to the delivery of information services to academia in BC. ”
Urban College Respondent, Library Staff Survey 2015



Anita Cocchia
Executive Director
BC ELN



Ross Tyner
Chair, BC ELN
Steering Committee &
Director of Library
Services,
Okanagan College

Friend / Associate of Justice Institute of BC Award Winner

BC ELN was honoured to receive the Friend / Associate of JIBC Award.

JIBC describes BC ELN as a “truly stellar consortium with a long and positive history. Through the BC ELN, JIBC can provide students with the resources they need to achieve academic success, and employees with key resources in support of high quality programming.”

Focusing on Value

With core funding of just under half a million dollars, BC ELN generates incredible value for British Columbia.

collaborative licensing
saves BC post-secondary
libraries

\$2.85 million

430,000 learners +
15,000 educators
& researchers
benefit from access to
resources and learning
support

partner libraries save
3,552 hours
through consortially
licensed renewals,
equivalent to \$124,320

Which of BC ELN's services has the
most value for your work?
(BC ELN Partner Library Staff Survey)



Growing Learner Resources
Facilitating Online Learning Support
Fostering Resource Sharing
Supporting Shared Services

collaboratively
licensing the
WriteAway tutoring
platform saves
participating
institutions
\$44,995

\$1.6 million
saved by collaboratively
licensing the
Undergraduate
Foundation Collection

central coordination and
collaborative licensing
of resource sharing tools
saves the system

\$502,000

\$83,280
saved by purchasing
US dollars at a
favourable rate

\$168,760
saved by collaboratively
licensing AskAway
software

\$3.9 million
cost savings through
e-HLbc Core Suite
renewal

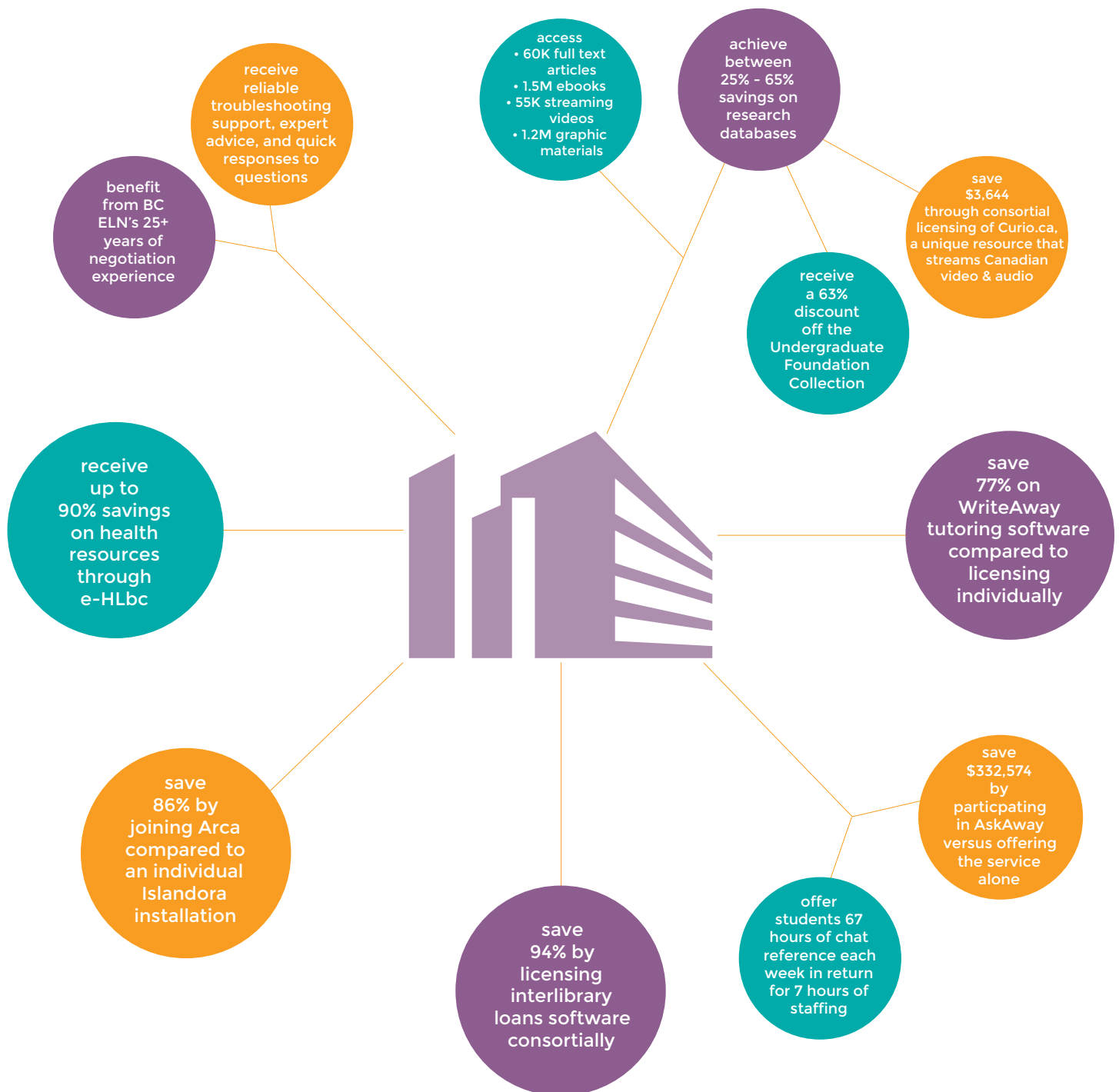
\$349,348
cost avoidance by
Arca early adopters who
share software selection,
hosting, and support costs



4.6 million
British Columbians
have access to open
digital repositories and
vast library collections

Value Snapshot

As a BC ELN partner library, a medium-sized institution will...



Upholding Ministry Priorities

As a Government-funded organization, BC ELN is committed to supporting the priorities and goals of the BC Government and Ministry of Advanced Education (AVED).

Using Resources Efficiently

The *2013 BC Post-Secondary Sector Administrative Service Delivery Transformation (Deloitte) Report* recognized that post-secondary “institutions currently purchase/license the majority of content through consortia. BC ELN has already negotiated significant discounts by leveraging the buying power of the sector.” BC ELN continues to make efficient use of public funds through consortial licensing and shared services such as Arca.

Eliminating Barriers

Equitable access to the Undergraduate Foundation Collection ensures post-secondary students across the province enjoy the same core suite of resources, regardless of where in the province they study. AskAway and WriteAway conveniently connect students to accessible professional research and writing assistance. Online access to learning support removes barriers for many learners, including distance students and students with disabilities. As Arca continues to grow, researchers can discover unique digital materials – previously scattered across institutions or unavailable online – from a single portal. OutLook OnLine facilitates interlibrary loans between post-secondary and public libraries, creating a network of resource sharing that expands the collections of each participating library.

Supporting Job Skills

Online support services like AskAway and WriteAway encourage students to develop and use critical thinking, research, and writing skills. Students carry these skills beyond the classroom and into the job market. Thanks to e-HLbc, health practitioners and students have access to a core suite of evidence-based health resources that inform their studies and contribute to the delivery of excellent patient care in their practice. BC ELN licensed databases provide students with the knowledge they need to excel in their chosen professions.

Making BC a Destination of Choice

High quality resources support high quality education, which attracts domestic and international students, faculty, and researchers to the province. Students learning English as an additional language can access innovative services like AskAway and WriteAway to develop their language skills and navigate new institutions with the support of knowledgeable and friendly professionals. Cutting edge support for shared services such as Arca make BC an attractive option for scholars.

Taxpayer Accountability Principles

BC ELN adheres to the Taxpayer Accountability Principles through...

Cost Consciousness: BC ELN is driven to develop system-wide mechanisms that benefit partner libraries and their patrons at the lowest possible cost.

Accountability: BC ELN is member-driven. Partner libraries are represented in governance committees that direct the activities of the consortium. Progress and financial reporting to stakeholders is regular and transparent.

Appropriate Compensation: BC ELN staff are compensated according to salary scales as delineated by host institution Simon Fraser University.

Service: BC ELN is dedicated to meeting the information needs of the province’s learners, educators, and researchers.

Respect: BC ELN is built on collaboration. Partner libraries work as a collegial community.

Integrity: BC ELN operates on a foundation of trust. Long-term, trust-based relationships are developed through open and honest communication and ethical practices.



Collaborative Licensing

Equity is at the heart of BC ELN's collaborative licensing program. BC ELN seeks out top-quality resources at the best prices so that institutions of all sizes can provide access to collections across disciplines and in a range of formats. Partner libraries benefit from BC ELN's strong vendor relationships and expert negotiation skills. Leveraging post-secondary provincial buying power and uniting with regional and national partners allows BC ELN to secure the deepest discounts for partner libraries.

Key Achievements

- Renewed 39 provincial, 8 regional, and 27 national licenses to offer a total of 74 resources to partner libraries
- Realized a below-average 2.4% annual increase on renewal costs
- Led the Consortia Canada renewal of Quicklaw, LexisNexis Academic, and Oxford University Press products
- Renewed the Undergraduate Foundation Collection for a two-year term, with an optional third year
- Identified the highest priority resources of interest for future licensing through the Annual Ranking Survey and began negotiations on top choices JSTOR, Lynda.com, and Books at JSTOR
- Issued an "Letter of Annual Increase Expectations" to vendors outlining acceptable limits for annual price increases after consultations with other consortia

Outcomes

- Partner libraries save \$2.85 million in licensing and \$124,320 in staffing costs
- Partner libraries can devote savings to licensing niche resources that meet their learners' unique needs
- Regional and national licenses amplify BC's buying power, shelter institutions from market fluctuations, afford higher discounts, and boost libraries' ability to demand fair pricing and licensing terms
- Price increases limited to 2% or lower for database renewals, since issuing the "Letter of Annual Increase Expectations"

“**Canadian Points of View Reference Centre has been perfect for our international students.**
Columbia College Librarian

“**Consortial licensing is the only way we can survive fiscally and meet our students' information requirements.**
Rural College Respondent, Library Staff Survey 2015





Resource Sharing

BC ELN supports the BC Library Collections Gateway, a suite of tools that strengthens the entire research cycle from discovery to delivery. One of these tools, OutLook OnLine, facilitates resource sharing among BC's libraries, so that users have timely access to the province's collections. The new OutLook OnLine Administrative Centre, hosted and staffed by BC ELN, provides support for both post-secondary and public libraries that use the OutLook OnLine search portal and requesting software.

Key Achievements

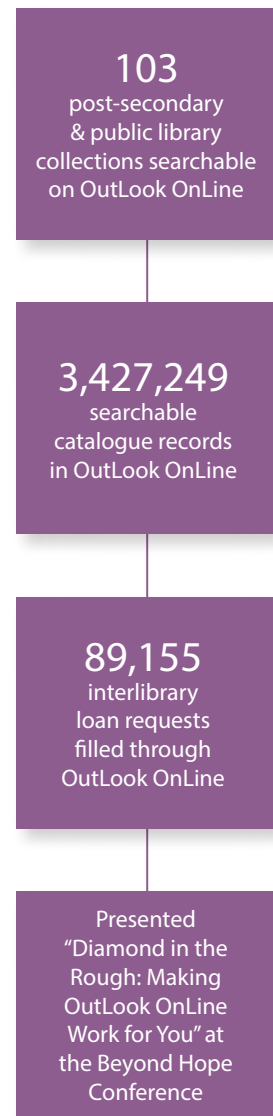
- Transitioned OutLook OnLine to Canadian hosting, in cooperation with Public Library InterLINK and BC Libraries Cooperative, to comply with privacy legislation and support patron-initiated interlibrary loan requests
- Established a province-wide OutLook OnLine Administrative Centre to provide support, troubleshooting, and training to post-secondary and public libraries
- Launched a new OutLook OnLine support website to provide documentation, FAQs, and updates to libraries
- Responded to 399 OutLook OnLine support cases: 281 from public libraries and 118 from post-secondary libraries

Outcomes

- Post-secondary learners and the public have access to collections beyond their institutions to fulfill specific information needs or expand their horizons
- The entire post-secondary library system is stronger due to shared infrastructure that streamlines workflows and saves staff time
- Library staff have barrier-free access to information on the OutLook OnLine support website
- Post-secondary and public libraries receive timely and expert resource sharing support from a centralized Administrative Centre

“**Interlibrary loans provide access to unlimited resources for small libraries with small collections.**

Rural College Respondent, Library Staff Survey 2015





Learning Support

BC ELN promotes the provincial learning support services AskAway Chat Reference and WriteAway Online Tutoring. Online research and writing support connects learners with expert help at point-of-need. Consortial scheduling allows libraries to offer consistent and extended hours of support with minimal staffing.

AskAway Key Achievements

- Created and distributed AskAway Visibility Best Practices, the first in a series of best practices
- Offered new in-person and online AskAway Veterans' Boot Camp sessions for 37 experienced service providers to focus on up-to-date processes and advanced skills
- Secured stability by negotiating AskAway QuestionPoint software for a one-year extension plus optional years
- Co-presented a session on virtual reference assessment with AskOntario at the Ontario Library Association Super Conference

WriteAway Key Achievements

- Confirmed WriteAway support funding from BCcampus and Irving K. Barber Learning Centre, UBC
- Expanded WriteAway with four new institutions, bringing the total to fifteen participating institutions across the province
- Hired a Master Tutor to provide tutor training, evaluation, support, and coordination of the service
- Awarded the Merit Award for Program or Service by the British Columbia Library Association, which recognizes outstanding achievement in a new or on-going service

Outcomes

- Participating institutions have clear directions on how to staff and promote the service, introducing valuable support to more learners
- Experienced AskAway librarians apply and share new skills, enhancing the quality of research support provided to patrons
- A greater number of students across the province have access to reference and writing support, vital skills for success in the classroom and in the workforce
- Infrastructure and coordination of both services is enhanced through centralized administrative and operational support provided by BC ELN, contributing to service stability and longevity

31,212
questions
answered on
AskAway

93%
patrons satisfied or
very satisfied with
AskAway

2,987
draft
assignments
submitted to
WriteAway

3.6/4
helpfulness
rating for
WriteAway

“**AskAway is a lifesaver! As a person with a disability, this gives me the opportunity to get help finding information and ask any questions that I have in an environment that is most comfortable for me.**

SFU AskAway Learner



Shared Services

Shared services foster the energy and creativity of BC's library community. BC ELN recently launched Arca, BC's new digital repository network, and there is growing excitement around the prospect of a Provincial Digital Library (PDL). As the e-HLbc Administrative Centre, BC ELN continues to support health libraries across the province through licensing, technical support, and communications.

Arca Key Achievements

- Selected Islandora – an open-source digital repository framework supported and hosted in Canada by discoverygarden inc. – as the platform for Arca
- Implemented Arca at seven early adopter institutions and provided ongoing support and training for adopter sites
- Launched Arca to the post-secondary community and issued a call for new institutions to join
- Received an additional \$50,000 grant from AVED/ASDT to support Phase 2 of Arca

Provincial Digital Library Key Achievements

- Consolidated preliminary idea-sharing on a PDL in response to the government's Core Review
- Participated in a cross-sector planning committee to organize an idea-sharing PDL meeting on November 4th
- Contributed to provincial brainstorming on the PDL at the cross-sector meeting
- Supported the development of the BC ELN PDL Task Group to explore how the post-secondary sector can contribute to the vision of a PDL

Outcomes

- Institutions have cost-effective access to the expert support they need to implement and cultivate their own digital repository
- Learners, educators, and researchers have online access to a growing body of digital assets to support their work and inspire new research questions
- BC ELN meets AVED's vision of cross-sector shared services and increased public access to digital collections



Electronic Health Library of BC (e-HLbc)

The Membership Pledge confirmed a three-year commitment for BC ELN to continue as the e-HLbc Administrative Centre.

Through the efforts of the Administrative Centre, e-HLbc...

- Welcomed two new members, the First Nations Health Authority and the BC Chapter of the Canadian Association of Occupational Therapists, further strengthening the consortium and expanding access to health resources
- Negotiated licenses for 20 resources with an approximate value of \$2.5 million and discounts of 30-90%
- Coordinated exhibits, sponsors, and advertisers at the June Canadian Health Libraries Association (CHLA) conference in Vancouver, raising over \$60,000

Responding to Risks and Opportunities

Recently, partner library staff were asked to describe major issues their libraries will face in the next five years. Below are some of the challenges mentioned and how BC ELN shelters libraries from such risks:

- △ **Rising Price of Resources:** BC ELN staff are highly experienced negotiators, devoted to achieving the best possible pricing for partner libraries. BC ELN acts as an advocacy group: this year the consortium communicated to vendors the maximum price increases acceptable to libraries within the current fiscal environment.
- △ **Canadian/US Currency Fluctuations:** 2015 has been a challenging year for the Canadian dollar, and with the majority of BC ELN products priced in US funds, BC ELN must act strategically. BC ELN purchased US dollars at an advantageous rate thereby reducing the cost of resources for libraries. The impact of the low Canadian dollar was kept at the forefront in pricing negotiations with vendors.
- △ **Constrained Library Budgets:** BC ELN leverages the buying power of partner libraries – and even larger groups when participating in cross-consortial agreements – to achieve the lowest possible pricing on resources. Individual libraries can then devote precious savings to licensing specialized content.

“ **Remaining relevant to our community through appropriate innovation is the most important issue our library will face in the next five years.**
Regional University Respondent, Library Staff Survey 2015

BC ELN empowers libraries to take advantage of opportunities that benefit their students, educators, and researchers:

- 💡 **Opening the Digital Classroom:** BC ELN services, such as licensing electronic resources and providing online learning support through AskAway and WriteAway, enable institutions to meet students where they are – online.
- 💡 **Expanding Access to Resources:** Thanks to consortial discounts afforded by participation in BC ELN, post-secondary libraries in the province can offer their students and faculty a range of resources.
- 💡 **Participating in Innovative Services:** Through grant funding and central coordination, BC ELN brings innovative ideas to life. For example, this year seven early adopter institutions were able to make their digital assets discoverable through Arca, BC's post-secondary digital repository.
- 💡 **Leveraging Cross-Sector Strengths:** By seeking out collaborators, BC ELN expands beyond what it is able to do alone. The OutLook OnLine Administrative Centre facilitates knowledge sharing across public and post-secondary libraries, demonstrating the power of collaboration.

“ **In the next five years, library users will want access to resources, support for open access and scholarly publishing, information literacy training, and innovative learning spaces.**
Urban University Respondent, Library Staff Survey 2015

Strategic Planning for 2016-2021

Looking ahead to the next five years, BC ELN began work in support of the 2016-2021 Strategic Plan.

In Fall 2015, BC ELN [surveyed partner libraries](#) to learn about their priorities, identify strengths and challenges, and pinpoint opportunities for the consortium to grow. The survey reflected a strong desire to support learners' evolving needs – from mobile access to data management support to flexible spaces in the library – counterbalanced by the reality of financial constraints.

To capture a wider perspective, BC ELN also performed an [environmental scan](#) and [interviewed external partners](#) from BCcampus, BC Libraries Branch (Ministry of Education), BC Libraries Cooperative, and the Ministry of Advanced Education. On October 30th, the BC ELN Steering Committee attended a lively [meeting to draft BC ELN's vision and mission statements](#), which will inspire and guide the consortium's progress.

On December 4th, BC ELN library partners and stakeholders gathered at the BCIT Aerospace Technology Campus for the [All Partner Meeting: Strategic Planning Session](#). A facilitator led library directors through a full day of strategic planning exercises. Bringing together perspectives from their diverse institutions, library partners identified upcoming trends, needs, and threats in the post-secondary library environment. Trends included digital initiatives and scholarly communication, and community needs included flexible learning spaces and open access. Threats, reframed as opportunities, included decreasing library budgets and user expectations for easy access.

On the strong foundation laid by these activities, BC ELN will develop a Strategic Plan for 2016-2021 to guide the consortium into the future with awareness and energy.



“ I believe that online learning support services and supporting digitization and scholarly communication are the two areas that will increase in importance over the next five years. ”
Urban College Respondent, Library Staff Survey 2015

“ Growing learner resources and supporting digitization will have the most impact on our library in the next five years because there's a push at our library to be on the cutting edge of both those aspects, so our users will expect that. ”
Regional University / 4yr Institute Respondent, Library Staff Survey 2015

Moving Forward

After navigating a year marked by exciting new initiatives and the continued success of ongoing services, BC ELN will chart the future by...



Completing Phase 2 of Arca

Phase 1 of the provincial digital repository project was successfully completed with the launch of Arca and a call-out for new participants. With an additional \$50,000 in funding from AVED, work on Phase 2 of Arca began with the formation of the Arca Discovery Layer Task Group. Task group members have rolled up their sleeves and are working on functional requirements for a discovery layer enabling cross-repository search of BC post-secondary digital repositories. In July, BC ELN will host the Islandora Camp (iCamp), a three-day workshop at Simon Fraser University Harbour Centre. The iCamp will bring together members from Arca sites as well as other interested institutions for in-depth training and networking to build a knowledgeable and supportive Islandora community in BC.



Visioning a Provincial Digital Library

2016 will see ongoing discussions on the Provincial Digital Library. BC ELN will continue its role on the cross-sector Planning Committee to organize a second meeting with broader participation, scheduled alongside the BC Library Conference. Working to meet AVED's vision of a provincial digital library, BC ELN will continue to bring AVED's priorities back to the community. The PDL will be an opportunity for BC ELN to foster relationships beyond the post-secondary community as public and K-12 school libraries, archives, and museums work together on this visionary project.



Building Resource Sharing

An exciting initiative on the horizon for OutLook OnLine is Live Shelf Status. When Live Shelf Status is activated, patrons and library staff can immediately view the availability of an item. Requests for interlibrary loans are sent directly to libraries that have the item on the shelf, reducing the workload for interlibrary loans staff and the amount of time patrons have to wait before a request is in their hands. The recent transfer to Canadian hosting allows institutions to implement privacy compliant patron-initiated requests, empowering people across the province to search and request items not held by their institution.



Launching a New Website

When the BC ELN website launched nearly two decades ago, it was a cutting-edge tool that reflected the consortium's innovative services. The website has served us well, but it's time for a fresh look and improved functionality. Collaborating with a Vancouver-based web development company, BC ELN is creating a new user-friendly website built on Drupal, a powerful open-source content management system. The four icons in this report representing our four service areas – Licensing, Resource Sharing, Learning Support, and Shared Services – echo the site's motif. With a clean design and streamlined navigation, the site reflects a clear picture of BC ELN's services, initiatives, and partnerships while maintaining BC ELN's commitment to transparency.



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.

Core Administration and Gateway

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

Table 1	2015/16 Projected \$	
	Revenue	Expenses
Core Funding (AVED)	485,417	
Arca Funding (AVED/ASDT)	50,000	
Arca Service Support	31,808	
BC Library Collections Gateway (incl. OutLook OnLine, OLOL Admin Centre, etc.)	22,485	
Salary Adjustments (SFU)	80,953	
Miscellaneous Revenue (Resource Sharing support, Associate Fees, prepayments, carryforward, etc.)	261,333	
Total	931,996	
Salaries and Benefits		419,608
Host Support (SFU)		56,000
Administration / Communication / Governance		17,970
Technology Infrastructure		10,189
Website Migration		24,701
Strategic Planning		9,547
PDL November 4th Meeting Support		1,023
AskAway Service Support		15,000
Arca Infrastructure		35,446
BC Library Collections Gateway		
• reSearcher Suite (resource linking software)		38,469
• Union Databases and Integrated Online Requesting Service (incl. Libraries Branch share)		174,863
• Canadian Hosting		36,494
Total		839,310
Revenue - Expenses		92,686

Financials continued

	Table 2	2015/16 Projected \$	
		Revenue	Expenses
Learner Resources	Partner Library Contributions	4,055,000	
	Total	4,055,000	
	Payments to Vendors		4,055,000
	Total		4,055,000
Revenue - Expenses			—

Flow-through finances for licensing activities.

	Table 3	2015/16 Projected \$	
		Revenue	Expenses
AskAway Chat Reference	BC ELN Support	15,000	
	Partner Library Service Support and Flex Fees	84,430	
	Miscellaneous Revenue (incl. additional unplanned contract hours, marketing, carryforward, etc.)	9,823	
	Total	109,253	
	Service Support		75,193
	Administration / Communication / Governance		2,936
	Technical Infrastructure (incl. platform, etc.)		23,075
	Total		101,204
Revenue - Expenses			8,049

Funded by BC ELN and participating libraries.

	Table 4	2015/16 Projected \$	
		Revenue	Expenses
WriteAway Online Tutoring	BCcampus Support	8,000	
	Irving K. Barber Learning Centre, UBC Support	10,000	
	Participating Institution Support	18,905	
	Miscellaneous Revenue (incl. marketing, carryforward, etc.)	5,589	
	Total	42,494	
	Service Support		40,358
	Administration / Communication / Governance		1,546
	Technical Infrastructure		591
Total		42,494	
Revenue - Expenses			—

Funded in partnership with BCcampus, Irving K. Barber Learning Centre UBC, and participating institutions.

Financials continued

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	2015/16 Projected \$	
	Revenue	Expenses
Full Member Fees	114,030	
Affiliate Member Fees	5,844	
Miscellaneous Revenue (incl. carryforward, etc.)	43,509	
Total	163,384	
Coordination and Staffing		118,847
Administration / Communication / Governance		4,850
Technical Infrastructure		4,178
Total		127,875
Revenue - Expenses		35,509

e-HLbc Licensing Initiatives

Flow-through finances for licensing activities.

Table 6	2015/16 Projected \$	
	Revenue	Expenses
Carryforward (incl. licensing subsidies, etc.)	146,387	
Member Contributions	2,693,517	
Affiliate Members Revenue 2015/16	30,031	
Prepayment (Health and Human Services Library)	53,984	
USD Forward Purchase Savings	82,027	
Total	3,005,947	
Payments to Vendors		2,853,185
Total		2,853,185
Revenue - Expenses		152,762

Organizational Overview

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, with additional project funding and staff time contributed by partner libraries.

Collectively, BC ELN partner libraries serve over 188,000 FTEs around the province. Half of BC ELN partner libraries are small, serving less than 5,000 FTEs each. With their lower staffing numbers, 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, expenditures, and outcomes. Simon Fraser University serves as the administrative host 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 describe strategic achievements. BC ELN sets its course based on the expressed needs of the post-secondary community, with a focus on retention and advancement of BC learners, educators, and researchers.

BC ELN and e-HLbc Staff as of December 2015

Continuing Staff:

Anita Cocchia, Executive Director

Korinne Hamakawa, Client Support

Sunni Nishimura, Coordinator

Leigh Anne Palmer, Coordinator
(on leave)

Limited Term Staff:

Jennifer Bancroft, Librarian

Leah Hopton, Project Coordinator

Cristen Polley, Librarian

Myfanwy Postgate, Librarian

Megan Robertson, Master Tutor

Brandon Weigel, Librarian (on leave)

Steering Committee (as of Dec. 2015)

Ross Tyner

Chair
Okanagan College
Urban Colleges

Jonathan Bengtson

Vice Chair
University of Victoria

Gwen Bird

Simon Fraser University

Anita Cocchia

BC ELN Executive Director

Kate Cotie

Ministry of Advanced Education

Natalie Gick

University Officer, SFU

Kim Isaac

University of the Fraser Valley
Regional Universities and
Institutes

Shirley Lew

Vancouver Community College
Urban Colleges

Scott Marsden

Alexander College
Associate Members

Brenda Mathenia

Thompson Rivers University
Small Universities

Ingrid Parent

University of British Columbia

Shahida Rashid

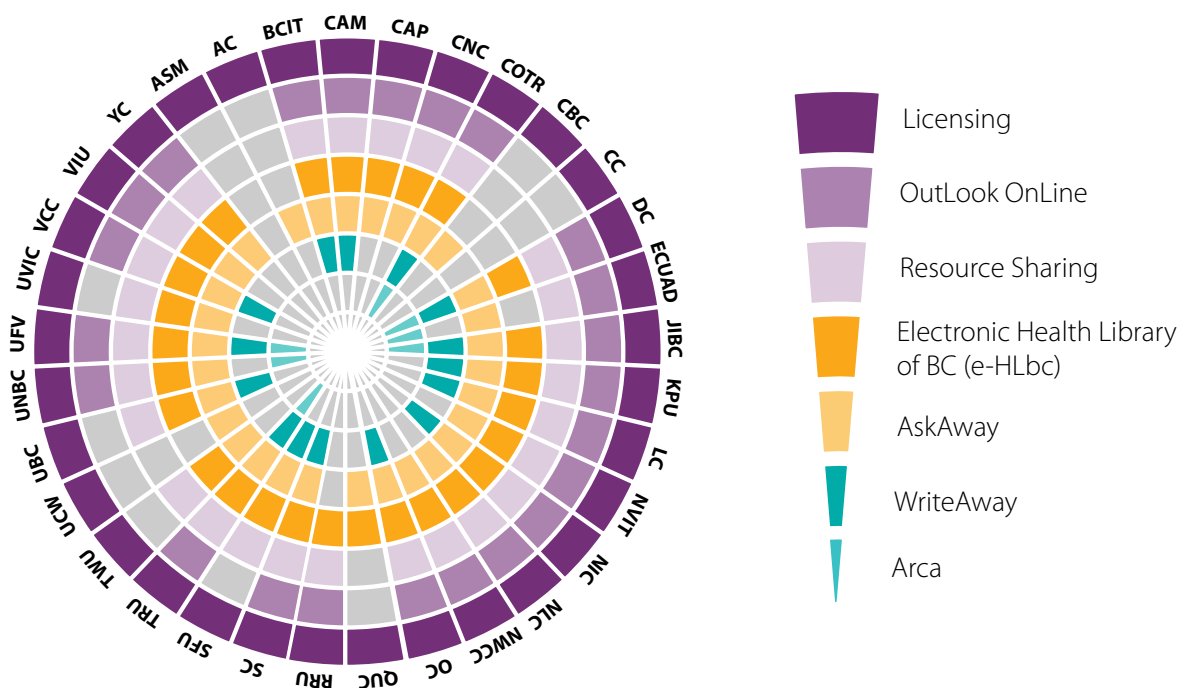
College of the Rockies
Rural Colleges

Partners

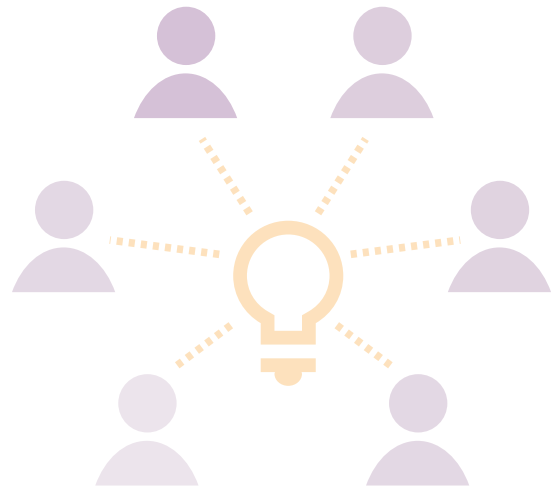
BC ELN is a partnership between the Province of British Columbia and 33 public and private post-secondary libraries. BC ELN serves campuses stretching from the Yukon to all corners of BC.

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

BC ELN Services with Participating Partner Institutions



Cross Sector and National Partnerships: The Alberta Library • BCcampus BC Libraries Branch • BC Libraries Cooperative • Consortia Canada • Council of Post Secondary Library Directors • Council of Prairie and Pacific University Libraries • Educational Resource Acquisition Consortium • Health Associations and Authorities • International Coalition of Library Consortia • Irving K. Barber Learning Centre, UBC • Ministry of Advanced Education • Ministry of Education • Ministry of Health • Public Library InterLINK



BC ELN Innovation & Success 2015