2012

BC Electronic Library Network
Innovation & Success

BCELN

BC Electronic Library Network

Contents

Glossary

BC Electronic Library Network (BC ELN) - a partnership between the Province of British Columbia and its post-secondary libraries, dedicated to coordinating resources and services on behalf of its partners.

AskAway – a chat library reference service for BC's post-secondary students operated by 29 BC ELN partner libraries.

BC Library Collections Gateway – a group of software and services that enables the sharing and extension of BC's post-secondary library collections.

BC Digitization Coalition (BCDC) - a diverse group of BC institutions and organizations working toward the creation of a provincial digitization strategy for British Columbia.

Electronic Health Library of British Columbia (e-HLbc) – a multi-type consortium working with health and post-secondary libraries to provide access to a suite of health resources for health students and practitioners.

Institutional Repository (IR) - a database for collecting, digitizing, preserving, and disseminating the intellectual output of an institution.

Integrated Cadastral Information Service (ICIS) – a society dedicated to the sharing of geospatial information.

OutLook OnLine – a portal to BC's library catalogues; allows users to search collections of public and post-secondary libraries.

reSearcher – software that connects learners from a citation in one resource to the full text document available in another resource.

Undergraduate Foundation Collection (UFC) - a multi-disciplinary collection of resources that is accessible to every partner library; includes over 10 000 journals and fifteen million articles.

WriteAway – a collaborative online tutor service providing writing assistance to students at five pilot institutions, soon opening to additional institutions.

1. Message from the Chair and Executive Director

Meet Travis Cross, a Thompson Rivers University student studying social welfare through Open Learning. Travis is an avid user of AskAway chat reference for help with his research, and uses interlibrary loans to track down many of the resources he needs for his assignments. As a distance education student, Travis lauds the accessibility of online articles and ebooks, saying, "with electronic sources available… we have access to quality information, and can write quality papers."

In this 2012 Innovation & Success report you will have a chance to meet Travis (page 11) and many other students, researchers, and professionals who are able to excel in their work thanks to the resources and services provided through the BC Electronic Library Network (BC ELN). These stories make it very clear that educating today's learners is not possible through a "one size fits all" approach; each student brings a unique set of requirements to their educational experience. Through centralized coordination and leveraging of resources across the sector, BC ELN enables partner library institutions to offer their learners a diversity of resources and services in a timely and cost-effective manner. This in turn empowers each student to forge a distinct educational path leading to graduation.

For BC ELN, 2012 was a year of strengthening existing resources and services, as well as exploring exciting new initiatives to meet evolving post-secondary library and learner needs. This Innovation & Success Report highlights the progress that BC ELN has made in meeting the goals of its Strategic Plan in 2012 – from expanding learner resources to coordinating new services in support of the virtual learning commons. This document also includes a financial overview of the organization, an outline of the work BC ELN is doing in developing an assessment framework, and a look ahead to BC ELN's plans for 2013.

We welcome your feedback on BC ELN's activities in 2012, and look forward to BC ELN's broadening support for partner libraries and learners in 2013.

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.

Sybil Harrison
Chair, BC ELN Steering Committee and
Director of Learning Services,
Camosun College

Anita Cocchia
BC ELN Executive Director

2. Executive Summary

With a sustained focus on meeting the bold steps outlined in the 2011/12 - 2015/16 Strategic Plan, BC ELN has continued to develop and expand valuable learner-focused resources and services in a cost-effective manner. Highlights of the work accomplished by BC ELN in 2012 include:

Provincial Access to a Core Suite of Foundational Resources

Renewal of the Undergraduate Foundation Collection (UFC) ensures that students at every BC ELN partner library institution have equitable access to a wide range of online resources; this supports the development of key information literacy and lifelong learning skills across the full range of curriculum and programs offered in BC.

Strengthened Chat Reference Service Infrastructure

2012 was a banner year for AskAway, the province's chat reference service, with 22 300 learner questions answered. Acting as the Administrative Centre, BC ELN launched a new AskAway website, welcomed two new participating libraries, and supported the triennial AskAway software selection process.

Expansion of Learner Resources in Diverse Formats

BC ELN is rapidly growing collections that go beyond text-based products and electronic databases to include ebooks and streaming video collections, thereby increasing equity of access to a wider range of academic resource formats.

Coordination of Online Writing Support for BC Learners

BC ELN acts as the Administrative Centre to the WriteAway project, a collaborative venture by BC post-secondary institutions; WriteAway offers online writing support to students at participating pilot institutions, and is poised to accept more BC institutions.

Expansion of Membership

University Canada West is the sixth private institution to join BC ELN, bringing the total number of partner libraries to 32. As more associate members join the consortium, more BC students are given access to valuable academic services and resources, and the entire consortium benefits from further cost-sharing and staffing for collaboratives.

Development of Assessment Framework

BC ELN began a consultation process with partner libraries, Ministry representatives, staff at other consortia, and experts in the field to gather input on an assessment framework for the organization. This framework will assist BC ELN in identifying appropriate indicators for measuring its progress.

BC
Institute of
Technology
Library

3. Focus on Assessment

BC ELN is developing an assessment framework that will clearly demonstrate the value it brings to the post-secondary system. This framework will further enable BC ELN to assess areas for future improvement and growth.

As a first step, BC ELN turned to its partner libraries for their grounded perspectives on assessment at the December 2012 All Partner Meeting. Via roundtable discussions, library directors provided insight on how collaboration is valued at their institutions, and how BC ELN might best capture and communicate its value.

Feedback gathered at this All Partner Meeting is being used to inform the next stages of development, which will be an ongoing, consultative process. To that end, BC ELN is engaged in additional dialogues with experts in the field, members of other consortia, and key stakeholders, such as representatives at Ministry of Advanced Education, Innovation and Technology (AEIT).

BC ELN will strive to report on all areas – outputs and outcomes – so that stakeholders have an accurate picture of the value that BC ELN delivers to the sector. Ultimately, the newly developed value indicators will be used to measure the organization's progress, and will be incorporated in future *Innovation & Success* reports.
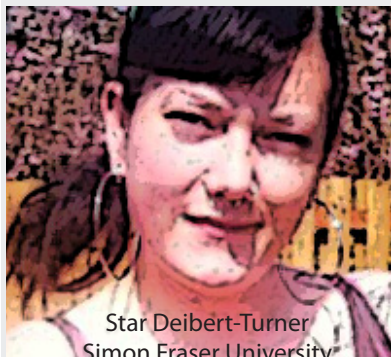
Collaboration brings value by…

…**increasing opportunities** to network and share ideas

…**building momentum** and strength as the group focuses on a shared vision

…**creating equity** across the system

…**creating efficiencies** through coordinated efforts

…**making support available** to libraries and learners

…**delivering financial benefits** to all participants

…**building professionalism** through shared best practices

…**fostering a positive reputation** within the community

- All Partner Meeting, December 3, 2012
Communicating Value Workshop feedback

Meet Star Deibert-Turner…

…a teaching assistant and MA candidate in the department of history at Simon Fraser University (SFU). Star currently leads two 100-level Canadian history tutorial classes.

"Online books are most useful," Star exclaims, "put all the books online!" She explains that she often uses ebooks and greatly appreciates their availability: knowing that she can access ebooks at any time, without any concern about them being checked out by other people is a huge boon.

Star states that for history majors, online databases that include primary or archival sources "make the review process a lot faster - you can do it at any time online; otherwise you have to go to an archive and photograph everything." Her thesis, which she will soon defend, depends largely on oral histories and newspaper and magazine articles, all of which are available from library databases. She explains that online databases such as Academic Source Premier are "absolutely essential," and she "can't imagine doing a thesis without them."

"Put all the books online!"

Star Deibert-Turner
Simon Fraser University

4. BC ELN - by the Numbers

The following section highlights some BC ELN achievements in 2012.

Snapshot: Financial Savings by a Typical Partner Library

Partner libraries are enthusiastic about participating in BC ELN facilitated resources and services for the expanded, equitable, and cost-effective access they bring to learners. The following example demonstrates the benefits enjoyed by an average partner library.

Connecting From Citation to Full Text Article

The reSearcher software allows learners to easily access the full text item found in their institution's electronic resources.

- **78% savings** for partner library over commercially available software
- **$288 000** cost avoidance annually for entire BC ELN community

Research Assistance Through Chat

AskAway provides 67 hours per week of access to chat-based expert research assistance.

- **85% savings** for partner library to participate in the collaborative service as opposed to offering on their own

Access to Learner Resources

As one example, the popular database Canadian Newsstand provides full text access to articles published in a variety of Canadian newspapers.

- **30% cost savings** through consortial licensing
- Canadian Newsstand is one example of over **80 databases** available for partner libraries to enjoy group purchasing power

Extending Library Collections

Interlibrary loaning creates a network of resource sharing that extends the collections of each participating library.

- **85% savings** for Institutions to automate their ILL processes by using BC ELN managed software

Annual Cost comparisons for one typical library:

Connection Savings
$9 000 – non- consortial retail cost
vs.
$2 000 – cost with BC ELN

Service Savings
$100 000 – non-consortial retail cost (staff of one)
vs.
$14 827 – cost with BC ELN (staff of one)

Licensing Savings
$13 750 – non-consortial retail cost to license Canadian Newsstand
vs.
$10 577 – Canadian Newsstand cost through BC ELN

Software Savings
$2 300 – non-consortial retail cost for comparable software
vs.
$300 – cost through BC ELN

	2011	2012	Achievements
Cost Savings	Total spend: $2.9 million with discount	Total spend: $3.1 million with discount	Saved $1.3 million in 2012; maintained 30% cost savings
Chat Reference Costs	Cost per AskAway question Spring 2011: $3.18	Cost per AskAway question Spring 2012: $3.08	Transaction cost decrease with increase in student questions
Database Costs	Cost increases kept to 3% or less	Cost increases kept to 3% or less	Maintained 3% or less inflationary level on research database costs

Snapshot: Expanded Access for a Typical BC Student

Coordinating efforts through BC ELN means that students, researchers, and educators can have access to services and resources they might not otherwise have. Throughout this report you'll meet students like Adam (page 12), Anita (page 14), and Taylor (page 21); thanks to BC ELN's efforts, any one of these typical BC students can have access to:

- **15 million books, journals, etc**. available through a provincial lending network.

- **43 117 full text online journals** available in a broad range of disciplines.
  - **80% of student initiated searches** of electronic resources resulted in immediate access to full text articles in 2012

- **8 461 full text online journals** available through a core suite of foundational databases.
  - **2.6 million full text articles** were downloaded by students in 2012, at a remarkably low cost to the system of only **33 cents per download**.

- **67 hours per week** for students to connect with chat-based research help available through the AskAway service.
  - **22 388 sessions** were held AskAway users in 2012, with a **95% user satisfaction rate.**

	2011	2012	Achievements
Resource offerings	3 new resources offered	7 new resources offered	133% growth
Streaming Videos	43 190 streaming videos available	45 692 streaming videos available	6% growth
eBook Titles	140 193 ebooks available	296 671 ebooks available	112% growth
Open Access Resources	12 000 open access scholarly journals titles	15 000 open access scholarly journals titles	25% growth

University of Victoria Library

1.1 Indicators:

Meet student demand and curriculum requirements by increasing databases and content based on partner library priorities

Achieve average 30% cost savings for partner libraries

Diversify collections by expanding beyond traditional formats

Maintain a core suite of resources which levels the playing field for post-secondary learners

Expanded resource formats:

Ebook packages: EBSCO Academic, eBrary Academic & College Complete, and the Canadian Publisher Collections

Streaming video: National Film Board's CAMPUS online streaming service

BC geographical data: Joined the Integrated Cadastral Information Service (ICIS), expanding access to provincial and local BC geographic data

5. Report on Strategic Priorities

BC ELN is accountable to partner libraries for services and operations, and to the Ministry of Advanced Education, Innovation and Technology for effective use of its core funding. Strategic goals are set in consultation with key stakeholders; biannual reports highlight BC ELN's progress in meeting strategic goals.

This section captures key achievements relevant to the four broad goals outlined in the 2011/12 to 2015/16 Strategic Plan.

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

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.

Through BC ELN, libraries leverage their budgets to offer a larger and more diverse array of online resources across disciplines and formats. To meet student demand, the BC ELN range of databases has moved beyond journals to include ebooks, streaming video, geographical files, and raw data.

Achievements:

- Ensured relevancy of products and services by regular review and renewal

- Released the *Resources Forum* and *Ranking Survey*, ensuring that acquisition of new products aligns with priorities of partner libraries and their students

- Engaged with other library consortia across Canada in joint licensing endeavours to enhance buying power

- Expanded resource formats by 100% at preferential pricing and terms by licensing ebook packages, streaming video, and BC geographical data

- Participated in meetings with the Association of Canadian Publishers and academic consortia to discuss licensing of Canadian ebooks

- Renewed access to a core collection of academic journals (UFC) for every post-secondary learner in BC, from the smallest college to the largest university

6900 full text journals

UFC

5 million articles downloaded
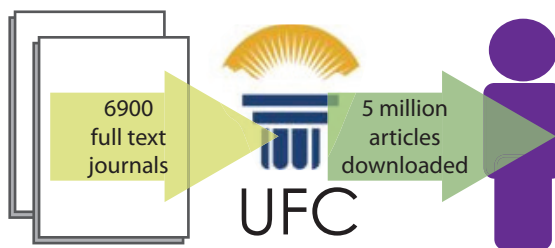
In 2012, learners downloaded 5 million articles through the Undergraduate Foundation Collection

Expand participation and use of the provincial resource sharing network

Maximize learner success through a network that employs the latest technology

Achieve competitive cost for resource sharing enabling software suite

Increase number of open access scholarly journals available to learners

1.2 Foster BC Library Collections Gateway
Support and expand the provincial resource sharing network.

Resource sharing enables libraries to extend their collections beyond their own walls. Leveraging the province's investment in libraries ensures that BC learners, educators, and researches have access to broad collections. 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 **online document request and delivery service**: transfers a desired item from another library to the user's library.

Achievements:

- Expanded reSearcher access to BC ELN Associate Members

- Maintained low pricing on reSearcher service across participating partner libraries, up to a 90% savings compared to similar commercial products

- Negotiated renewal of OutLook OnLine at no cost increase for next 2 years

- Enhanced CUFTS Free! Collections by adding over 3 000 high-quality free or open access journals and magazines for a total of over 15 000 titles - a 25% increase from 2011

- 1.5 million connections from citation to full text articles and library holdings

- 80% of student-initiated searches resulted in direct access to full text articles

Meet Laurence Pagdin…
…who is in her first year of nursing at the College of New Caledonia (CNC), a program which leads to a degree from the University of Northern BC. Laurence is taking a full course load, including courses such as First Nations health, psychology, human anatomy, and preparation for her clinical. In addition to school, Laurence works at a low barrier facility offering shelter, housing, and recovery space. She adds that living rurally - a half-hour drive out of Quesnel - takes time and energy; she greatly appreciates convenient access at any time to quality library resources.

Laurence regularly accesses journal articles from various EBSCO databases, and also watches nursing videos available through CNC's library databases. She adds that she is appreciative of the variety of databases with different viewpoints available through the library; she will often compare natural health information from Alt Healthwatch to conventional Western perspectives on Medline. "I don't think I realized there were so many specific, topical databases until I started nursing," and adds, "It makes searching easier because I can choose what type of database to search, narrowing the results."

Laurence Pagdin
College of New Caledonia

"… so many specific topical databases… makes searching easier."

Bold Step 2 Facilitating Learning Commons Services

2.1 Support AskAway Collaborative Virtual Reference Service
Maintain and coordinate the provincial post-secondary collaborative virtual reference service AskAway.

AskAway enables real-time chat-based library help for learners when they need it. With a single click, students receive expert research assistance. Staff from 29 post-secondary libraries chat online with learners, providing convenient, timely access to library resources beyond the limitations of the library building and open 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 180 000 full-time post-secondary learners.

Achievements:

- Answered 22 300+ learner questions through AskAway chat reference platform

- Developed new website and promotional material

- Initiated two new participating libraries, Columbia Bible College and University Canada West

- Implemented summer term participation model ensuring improved coverage

- Coordinated AskAway Software Selection Committee and initiated triennial software selection process

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Meet Travis Cross…

… a Thompson Rivers University (TRU) - Open Learning student taking introductory courses in social welfare. A distance education student, Travis uses electronic resources and services exclusively. "I don't know how they did distance education without electronic resources; these resources reduce barriers- there is no need to fill out forms or wait three weeks [for a physical item]," he says.

"… with electronic sources available, we can have a quality educational experience."

Travis uses AskAway when he needs library assistance. One instance he recalls was for a paper on the public perception of social workers. He found little academic writing on the topic, and so turned to the chat reference service. An AskAway service provider was able to direct him to several useful resources that he had been unable to find on his own.
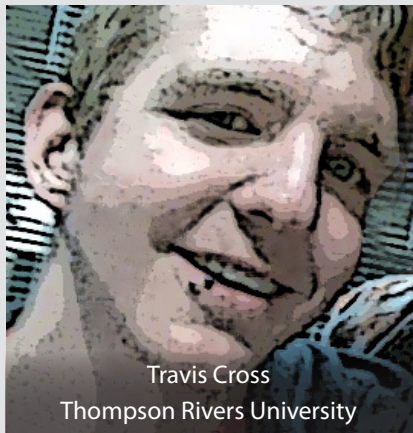
Travis Cross
Thompson Rivers University

Travis also states that he has had "excellent experience" with interlibrary loans, adding, "TRU has a lot of resources, but I tend to gravitate toward obscure topics. With interlibrary loans, you can get an article from another school in your inbox two days later."

Availability and diversity of resources are key for Travis. "Last year I worked the graveyard shift, so I had weird hours," he explains, "it was challenging, but the fact that electronic resources were available at 2:00 AM made a difference. . . I wish AskAway was available then!" He adds that access to an abundance of online resources is essential, "The more resources that are online, the better. I would really like to see more books online - ebooks are helpful, really helpful." Regarding the availability of services and resources to distance education students, he explains, "When there are barriers to information, students just do the minimum; with electronic sources available, we can have a quality educational experience. We have access to quality information, and can write quality papers."

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.

Writing has become one of the most important skills that a student must master during their post-secondary education, yet many students find writing well a challenge. WriteAway – an online writing support service – has been conceived as the first provincial foray into collective online tutoring. BC ELN's experience in successfully coordinating collaborative services made it a logical choice to provide project management as the WriteAway Administrative Centre.

With a sustained goal of participating in learning commons services, BC ELN will continue to monitor the landscape to determine how it can best support expansion of student services. One example is BC ELN's ongoing participation on the eTutoring BC Concept Committee, which is exploring the implementation of a broad range of online tutoring services.

Achievements:

- Secured WriteAway funding 2012/13 from BCcampus

- Supported WriteAway Software Selection

- Coordinated a proof of concept trial in the summer of 2012, including training of tutors, administrative setup of software, and policy development

- Conducted post-trial evaluation of stakeholders

Meet Adam Carmichael…

…in the third year of his PhD in political science at the University of Victoria. Adam is currently doing research for his dissertation proposal, and looks forward to an upcoming sessional position. Adam primarily uses electronic journals and ebooks when doing his research; he has been relying on these online resources heavily this semester as he currently lives outside of Victoria.

"It's great to have access to these resources."
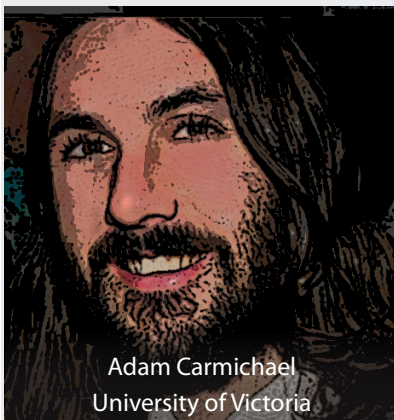
Adam Carmichael
University of Victoria

Many of the current, popular theory books that Adam requires for his research are also used by learners and researchers in a wide variety of disciplines, and are highly sought-after at the library. Adam states that fortunately these books are increasingly available as ebooks; and emphasizes that this type of access "really helps in these cases."

Adam shared an account of a time when he was particularly grateful to have online access to a wide variety of electronic resources. His advisor suggested several sources to add to his dissertation's review of literature just a few days before his deadline for submission. Adam was pleased to find almost all of them available as ebooks, explaining "It saved me a trip all the way to the library -- a half-day trip -- so I could spend that time actually doing the research." He adds "It's great to have access to these resources."

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

3.1 Connect Learners, Educators & Researchers with Digital Collections

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

Digitized collections connect learners, educators, and researchers with unique special collections and primary sources. Digitization initiatives can prove overwhelming to start and require significant resource commitments. Through its role in the BC Digitalization Coalition, BC ELN is staying at the forefront of digitization initiatives so that all BC institutions, small and large, benefit collectively.

Achievements:

- Active partner in the BC Digitization Coalition (BCDC), and the BCDC Technical Subcommittee

- Provided technological expertise on two major initiatives: the West Beyond the West portal, and the Digital Collection Builder

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.

Achievements:

- Developed Concept Committee to explore collaborative institutional repository development for partner libraries based on IR survey results

- Participated in provincial open education meetings

Meet David Steinberg…

… a postdoctorate in the mathematics department at the University of British Columbia. David currently teaches introductory calculus classes while working on minor revisions of his thesis.

David explains that in the field of mathematics, undergraduate students are expected to use only their textbooks to complete coursework. Graduate and post-graduate level work can present a challenge to students who suddenly require a variety of journal articles, some of them obscure or difficult to access. Many students begin with articles that are freely available on math open access (OA) archives. David points out, "The archive is great -- it has much of what we use, though few journals are available before the late '90s. Everything else is at the library."

He mentions that research for his thesis relied on a mix of newer OA articles, and older articles available

> *"It's …essential to access free journal archives."*

through library databases and interlibrary loans. The nature of the mathematics field is that, by graduate or post-graduate level, it's not uncommon for individuals to work on an aspect of mathematics that is understood and studied by very few people in the world. When relevant articles exist, David explains that researchers and learners "have to get it somehow," using a combination of OA archives and library databases. He adds, "It's definitely helpful to have library access to ejournals, and essential to access free journal archives."

David Steinberg
University of British Columbia

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

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.

Achievements:

- Published a directory of frequently asked questions (FAQ) for partners, about BC ELN services and resources and related matters such as copyright
- Achieved continued funding for 2012/2013
- Coordinated office expansion and renovation
- Created staffing plan to maintain office staffing levels during 2012 parental and study leaves

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

Achievements:

- Produced BC ELN Connect, brochures, and progress reports
- Initiated a shift of BC ELN's website architecture and financial system to a modern Content Management System
- Submitted annual reports/funding requests for BC ELN, AskAway, WriteAway, and e-HLbc
- Maintained five websites (BC ELN, AskAway, WriteAway, e-HLbc, Consortia Canada) and other online tools to facilitate communication among partner libraries, and between the BC ELN Office and libraries

Meet Anita Dhanoa ...

... in her second year of the bachelor of science in nursing program at the British Columbia Institute of Technology (BCIT). Anita spends half of her week attending lectures, and the other half doing her clinical. Currently, she studies immunology, communication, family health, and mental health.

In her research, Anita uses electronic resources extensively. She explains that she has full confidence in the articles she finds on CINAHL, and feels comfortable using them, knowing that the database has a trusted reputation and offers articles that are peer-reviewed. Watching videos of nursing procedures through online library databases is also "essential" to her studies, states Anita.

Anita said that during her previous semester she especially appreciated the benefits of having access to CINAHL. She had a challenging research topic related to reasons cancer patients have hypercoagulated blood, and needed peer-reviewed sources. CINAHL and other databases available through BCIT provided the information she needed to complete her research.

Anita explains that access to peer-reviewed, scholarly articles is essential for the type of detailed health-related research she does, stating, "there is no way to Google the info."

Anita Dhanoa
British Columbia Institute of Technology

"...there is no way to Google the info."

6. Administrative Excellence

Administrative Excellence

BC ELN has become a sought-after organization to provide administrative and program management services for key collaborations in the province. BC ELN's solid foundation of expertise, infrastructure, and trust within the post-secondary sector makes it the best choice to administratively host both e-HLbc and the new online writing support service, WriteAway.

Electronic Health Library of BC (e-HL*bc*)

e-HLbc is a multi-type consortium working with health and post-secondary libraries to provide all health learners, researchers, and practitioners across the province with equitable access to online health-related library resources. As the e-HLbc Administrative Centre, BC ELN provides professional services including project management, license negotiation, and technical support on a cost-recovery basis.

WriteAway: Online Writing Support

WriteAway is a collaborative endeavor by BC post-secondary institutions to provide online writing assistance to learners across the province. WriteAway is one component of a larger goal within the province to make collaborative, online tutoring services available to the post-secondary community. BC ELN was requested to provide initial pilot-phase project management and coordination for WriteAway as the WriteAway Administrative Centre.

Administrative Benefits of BC ELN:

- **Creation of System-Wide Savings:** BC ELN is uniquely positioned to negotiate advantageous pricing; savings are transferred to the post-secondary sector, and in the case of e-HLbc, savings are passed on to the health sector as well.

- **Catalyst for Collaboration:** BC ELN has the established relationships, knowledge, and infrastructure to administer large-scale consortial projects in the province.

- **Leveraging Existing Infrastructure:** BC ELN administration mitigates the need to "start from scratch" by providing knowledgeable staff, established communication and technology infrastructures, and office space.

- **Expertise in Collaborative Coordination**: BC ELN is able to apply its extensive consortial experience and expertise in developing other successful collaborative services like AskAway.

> "The single most important skill that a student needs to succeed academically is the ability to write well. Every discipline taught at university requires writing, from business to science, from education to arts. This only makes sense: we live in an information economy and most significant information is communicated in writing."
>
> - Dr. Paul Budra, Associate Dean, Faculty of Arts & Social Sciences, Simon Fraser University

7. Supporting the Ministry's Service Plan

BC ELN strives to ensure a close alignment between its services and the AEIT's priorities, including those outlined in the BC Jobs Plan and the AEIT Revised 2011/12 - 2013/14 Service Plan.

Training Learners to Participate in the Knowledge Economy

BC ELN supports libraries in making quality information and support services available to students across the province. Through contact with library staff and resources, students learn critical information literacy skills: how to find, evaluate, and use information to generate new knowledge and ideas. These essential skills enable students to succeed in the knowledge economy after their training ends - to find employment, thrive in the workforce, and generate ideas that will benefit the BC economy.

Supporting Training for High-Demand Professions

The health care profession is identified in the BC Jobs Plan as having a projected undersupply of skilled labour. The Electronic Health Library of BC (e-HLbc), administered by BC ELN, supports practice, education, and research in the health services and sciences, contributing to training future health care professionals in BC.

Eliminating Barriers

By leveraging costs so that academic resources and services are available online to post-secondary institutions across the province, BC ELN increases equity among institutions and reduces geographic barriers to access. The UFC, a core suite of databases to which all partner libraries subscribe, ensures that students at smaller and rural colleges have access to the same high quality academic information sources available at the largest universities.
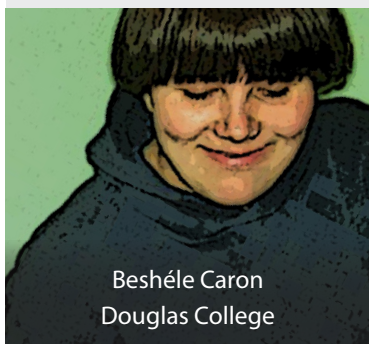
Supporting Recruitment of International Students

Many international students face challenges with writing and communicating in English at a post-secondary level. The virtual research assistance and writing support provided through AskAway and the new BC ELN-coordinated WriteAway services give these students the personalized support needed to succeed. A high quality education system supportive of international student needs will increase recruitment and help to accomplish the new International Education Strategy for BC.

Meet Beshéle Caron…

…who describes herself as a mature student returning to post-secondary education after a long break. Beshéle attends Douglas College (DC), and is working on a Co-occurring Disorders Certificate, which will assist her in her job as a support worker for transitional housing in Vancouver's Downtown Eastside.

Beshéle uses psychology resources "quite a bit." She says the quality of the content is a major draw - "We have to show that we use evidence based research (EBR) - I am always using EBR to back up my ideas." Beshéle adds that videos available through DC library databases are particularly helpful as well- "Especially when studying therapy, it's really important to have audio/visual; so much communication happens through these cues . . . you can read the interview too, but it's so different when you watch it."

Reflecting on the online access she has to databases, Beshéle exclaims "It's hard to say what I would do if they weren't available. They're a real timesaver!" She also adds that she's "grateful - databases show you everything related to your topic, so there's no chance you'll miss something in your search."

Beshéle Caron
Douglas College

"...databases show you everything..."

8. Risks and Mitigation

BC ELN thrives by conjuring opportunities from challenges. Mitigation strategies insulate BC ELN and partner libraries from potential threats.

Uncertain Economic Environment

Economic uncertainties impact BC's post-secondary system; the cost to educate BC's population increases while institutional budgets remain stable. A reduction in BC ELN library partnership or in base funding from the AEIT would jeopardize BC ELN activities.

BC ELN's key strategies are to remain highly relevant to the goals of partner libraries and funders, provide excellence in services, and demonstrate and communicate value.

In order to maintain relevancy, BC ELN engages in participative planning processes that gather stakeholder input to determine goals and priorities for the coming years. Through its quarterly newsletter, biannual strategic plan progress reports, and annual report – and soon an assessment framework – BC ELN consistently communicates the value and return on investment of the services and resources it provides.

Digital Diversification

The post-secondary sector has seen an explosion in demand for diverse digital materials – ebooks, streaming videos, and digital art collections. For BC ELN to remain relevant to learners, educators, and researchers, available resource formats must be diverse.

To meet learner needs, BC ELN has accelerated licensing non-journal resources; in 2012 BC ELN launched licenses for ebooks and streaming video. BC ELN will continue to support learners' access to information in their preferred and required formats.

Changes in Copyright Legislation

Landmark changes to copyright law in Canada benefit BC's post-secondary community, but have created temporary uncertainty and confusion.

BC ELN is reviewing its Model License and evaluating legacy licenses, including public performance rights agreements. BC ELN is working with partner libraries to ascertain what needs exist, and how BC ELN can best support libraries.

The Digital Classroom

BC Learners require a quality education regardless of where they live, or how they study. Increasingly, the post-secondary experience is virtual. Educators provide online lectures and forums; students complete assignments electronically; courses use learning management systems. Library resources and services must be online to be relevant.

BC ELN coordinates resource licensing, an integral part of the Ministry's aim to provide diverse pathways to education. Support services like AskAway greatly increase the value of distance education.

Emily Carr University of Art + Design

- BC ELN provides access to millions of academic journals, ebooks, and videos.
- AskAway, open late and on weekends, is a boon for non-traditional students.
- BC ELN and BCcampus are piloting WriteAway - online academic writing help.

BC ELN's expertise in coordinating online resource licensing and virtual service development will make a critical difference for libraries as they build services to meet the needs of the digital classroom and distance learners.
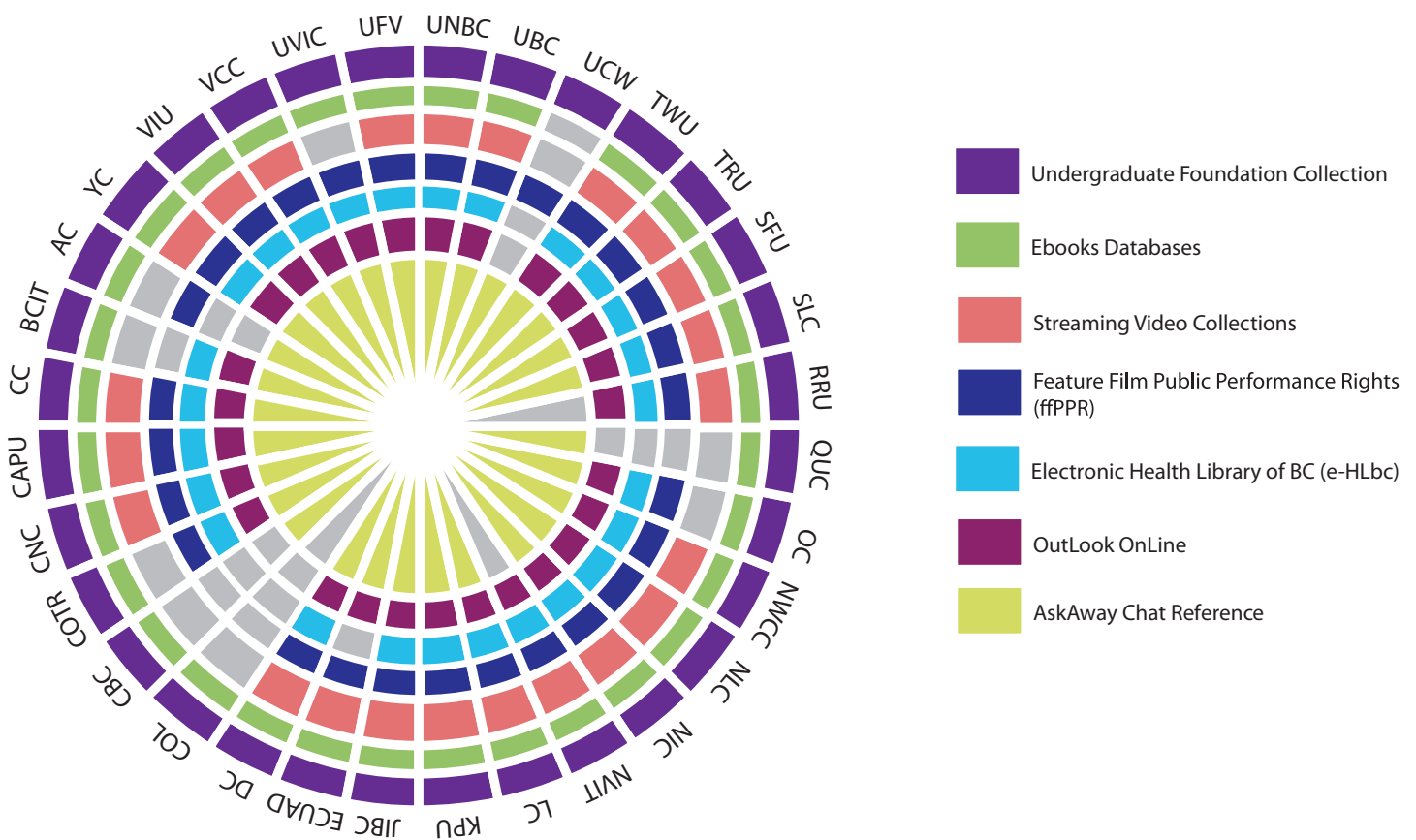
Mitigating Risk for All

Through its **centralized coordination**, BC ELN is able to negotiate **advantageous pricing** with vendors on behalf of BC post-secondary libraries. BC ELN has been able to mitigate economic risks by reducing the rate of information costs.

BC ELN mitigates risk by **freeing up library resources** to focus on local needs and issues. Efficient shared infrastructure for tasks such as database licensing and coordination of services allow partner libraries to direct efforts into other activities.

BC ELN further mitigates risk to post-secondary libraries in the event of a disaster or other disruption of services. AskAway functions as part of an institutional risk mitigation strategy by providing **back-up research help** for students if their home library services are disrupted. Collaborative services such as WriteAway will provide similar risk mitigation for learning and writing centres, **fostering resilience** in the BC post-secondary system.

BC ELN's experience and unique skills make it a crucial player in the Ministry's effort to foster increased collaboration and build an integrative, innovative BC post-secondary system. In a time of change and uncertainty BC ELN is an essential support for BC's post-secondary libraries and learners.

BC ELN Services and Resources with Subscribed Partner Institutions

Legend:
- Undergraduate Foundation Collection
- Ebooks Databases
- Streaming Video Collections
- Feature Film Public Performance Rights (ffPPR)
- Electronic Health Library of BC (e-HLbc)
- OutLook OnLine
- AskAway Chat Reference

9. The Path Forward

In 2013 BC ELN will continue to support partner libraries in ensuring that learners in the province have the best possible chances at success. Important goals for 2013 are to review and refine existing projects and services, develop an organizational assessment framework, and seek new opportunities for collaboration. Some of the key activities that are already underway, planned, or emerging, include:

Investigating Collaborative Institutional Repositories

There is strong interest on the part of partner libraries in pursuing a collaborative Institutional Repository (IR), as reported in BC ELN's 2012 IR survey. BC ELN has acted upon this feedback by forming a concept committee; the group will determine whether a collaborative IR approach is feasible in the province and make appropriate recommendations. BC ELN is pleased to be a part of this exploratory process and will keep partner libraries abreast of this exciting development.

Creating an Assessment Framework

BC ELN will strive in 2013 to develop useful measures of its activities as part of a balanced assessment framework. The creation of meaningful value indicators will allow BC ELN to demonstrate its successes as well as assess areas for future growth and improvement.

Bolstering Online Educational Supports

Acting as the WriteAway Administrative Centre, BC ELN will continue to provide project management for the WriteAway service. Current participating institutions will be bolstered throughout the early 2013 pilot, and new institutions will be gradually integrated as the service matures. WriteAway represents the tip of an iceberg of potential online tutoring services in the province; BC ELN will monitor the landscape for opportunities to be involved in future online tutoring projects in BC.

Sharing Knowledge in the Sector

The ultimate impact on the post-secondary sector of Canada's shifting copyright environment is yet to be determined. BC ELN will review its Model License to ensure that it appropriately reflects changes. BC ELN will also continue to support partner libraries in the work that each is doing to ensure that students, researchers, and educators are able to legally access learning and research material.

Exploring Open Education Initiatives

BC ELN is investigating how its experience leveraging resources and coordinating projects across the post-secondary sector can be applied to Open Education initiatives in BC. Part of this exploration involves meeting with BCcampus to determine a potential role for BC ELN in the Open Textbook Project. With plans to continue to participate in and develop strengthened bonds in the Open Education community via forums and other events, BC ELN looks forward to an "open" future.

Appendices

Appendix 1 - Financials

Appendix 2 - Organizational Overview

Meet Taylor Omelak…

…an undergraduate student at Simon Fraser University (SFU). Taylor is planning to major in philosophy, and is considering a future in law, library studies, or academia. A recent transfer student from Capilano University, Taylor finds the continuity in resources between the institutions "very helpful". She explains that "School-specific websites change - it's a big adjustment; it's nice to have research resources stay the same."

Taylor has had success using AskAway when trying to find quality resources quickly. She uses electronic journal articles from library databases "constantly," and adds that in the field of philosophy, students confront complex ideas and must read a wide variety of articles just to gain an understanding of the course topics before developing their own views and opinions. Access to the many electronic journal articles available through SFU is crucial, she explains, "My grades are better because I have the ability to scan larger sets of data."

"I really do feel that my grades are as they are because of easy access to resources from home. And my grades are good!"

Taylor shared a time when she was writing a comparative analysis of the Adivasi population of India, and a Muslim population of Shenzhen, China. The topic required a significant amount of research, and difficult-to-find resources, but she was able to access almost all of them through library databases.

Taylor places high importance on the availability of multiple electronic formats for information. She regularly uses audio books while taking transit. Easy access to information is also important to Taylor: "I really do feel that my grades are as they are because of easy access to resources from home. And my grades are good!"

Taylor Omelak
Simon Fraser University

Appendix 1 - Financials

Projected 2012/13 and Proposed 2013/14 Expenses and Revenue

Table 1	2012/2013 Projected	2013/2014 Proposed
Revenue		
Ministry Core Funding	485 417	485 417
Partner Library Project Funding (flow through)	2 807 000	2 900 000
External Service Support Funding (including e-HLbc, BCcampus, etc.)	244 963	253 663
Miscellaneous	41 790	37 400
Total	*3 579 170*	*3 676 480*
Expenditure		
Salaries and Benefits	341 944	343 817
Administrative Host Support	56 000	56 000
Infrastructure (Governance, Technology, etc.)	29 395	25 000
BC Library Collections Gateway	99 868	98 000
Database Subscriptions (flow through)	2 807 000	2 900 000
External Service Support, Staffing, and Infrastructure	244 963	253 663
Total	*3 579 170*	*3 676 480*
Revenue - Expenditure	-	-

Projected Revenue

- Ministry Core Funding
- Partner Library Project Funding (flow through)
- External Service Support Funding
- Miscellaneous

Projected Expendure
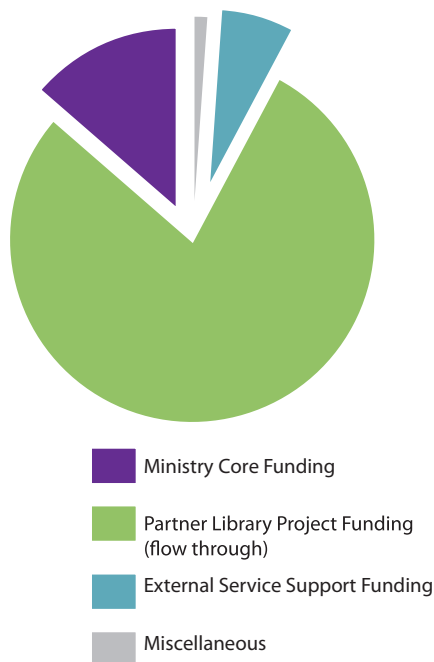
- Salaries and Benefits
- Administrative Host Support
- Infrastructure (Governance, Technology, etc.)
- BC Library Collections Gateway
- Database Subscriptions (flow through)
- External Service Support, Staffing, and Infrastraucture
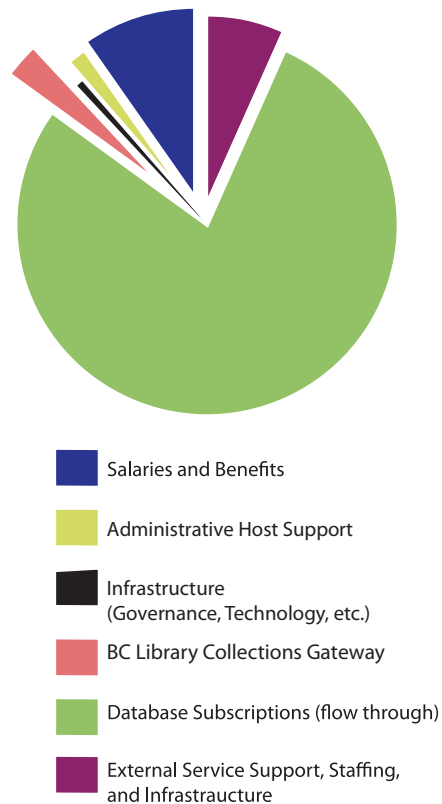
Core Administration and Gateway

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

Table 2		2012/13 Projected $		2013/14 Proposed $	
		Revenue	Expenses	Revenue	Expenses
Ministry Core Funding		485 417		485 417	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, etc.)		41 790		37 400	
WriteAway Support - Pilot Year		22 500		25 000	
	Total	**549 707**		**547 817**	
Salaries & Benefits			341 944		343 817
Administrative Host Support			56 000		56 000
Infrastructure (Governance, Technology, etc.)			29 395		25 000
BC Library Collections Gateway					
• reSearcher Suite - resource linking software			36 971		38 000
• Union databases and integrated online requesting service			62 897		60 000
WriteAway Support - Pilot Year			22 500		25 000
	Total		**549 707**		**547 817**
Revenue - Expenses			-		-

Learner Resources

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

Table 3		2012/13 Projected $		2013/14 Proposed $	
		Revenue	Expenses	Revenue	Expenses
Partner Library Contributions		2 807 000		2 900 000	
	Total	**2 807 000**		**2 900 000**	
Payments to vendors			2 807 000		2 900 000
	Total		**2 807 000**		**2 900 000**
Revenue - Expenses			-		-

AskAway Chat Reference

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

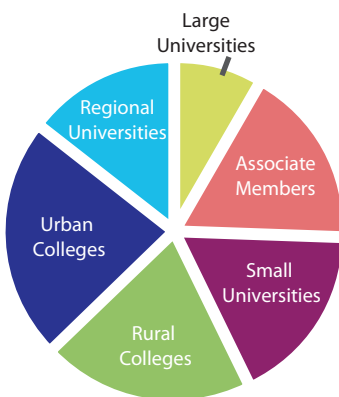| Table 4		2012/13 Projected $		2013/14 Proposed $	
		Revenue	Expenses	Revenue	Expenses
BCcampus Support		60 000		60 000	
BC ELN Support		15 000		15 000	
Partner Library Service Support Fee		49 663		46 663	
	Total	**124 663**		**121 663**	
Service Support			103 463		100 000
Governance / Technical Infrastructure			21 200		21 663
	Total		**124 663**		**121 663**
Revenue - Expenses			-		-

Electronic Health Library of BC (e-HLbc)

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

Table 5		2012/13 Projected $		2013/14 Proposed $	
		Revenue	Expenses	Revenue	Expenses
e-HLbc Support Fee		97 800		107 000	
	Total	**97 800**		**107 000**	
Coordination and Staffing			92 970		94 200
Communication/Technical Infrastructure			4 830		12 800
	Total		**97 800**		**107 000**
Revenue - Expenses			-		-

Appendix 2 - Organizational Overview

BC ELN is a partnership between the Province of BC 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 expanding 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 BC, with additional project funding and staff time contributed by partner libraries.

Partner Libraries by Type

BC ELN's core values and principles are not just philosophical statements; they exemplify BC ELN in action. **Collaboration** is embedded in all that BC ELN does, and is demonstrated through a continual focus on strengthening ongoing relationships as well as finding opportunities to forge new partnerships. In 2012 BC ELN offices underwent an expansion, merging the offices of BC ELN with two other consortia (e-HLbc and Council of Prairie and Pacific University Libraries, or COPPUL) in the same space, laying the groundwork for future potential synergies.

BC ELN's **innovation** and **sustainability** are illustrated by the ability to grow programs and services with a status quo base budget of $485 417 from the AEIT. In 2012, BC ELN added data sharing services and began exploring two major new areas of activity: post-secondary online writing assistance through the WriteAway project, and a collaborative institutional repository for institutional research. Post-secondary stakeholders have come to **trust** BC ELN due to its long track record of successful **leadership**, thus laying the foundation for future innovative consortial activities.

Governance

BC ELN is guided by a twelve-member 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.

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, Innovation and Technology for cost-effective use of BC ELN's core funding.

Steering Committee
as of December, 2012

Sybil Harrison
Camosun College
Chair

Tim Atkinson
Vancouver Community College
Urban Colleges

Jonathan Bengtson
University of Victoria

Marc Breschuk
Alexander College
Associate Members

Anita Cocchia
BC Electronic Library Network

Kate Cotie
Ministry of Advanced Education, Innovation and Technology
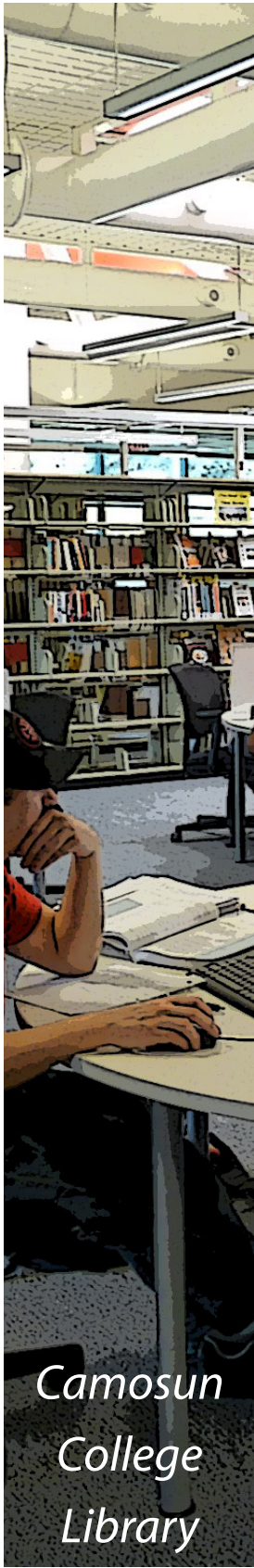
Rosie Croft
Royal Roads University
Small Universities

Gregg Currie
Selkirk College
Rural Colleges

Charles Eckman
Simon Fraser University

Natalie Gick
Simon Fraser University Officer

Ingrid Parent
University of British Columbia

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

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 path, 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.

Forging New Partnerships

BC ELN is a healthy organization thanks to the integral support of its partner libraries. In addition to the 31 member institutions that have worked hand in hand with BC ELN in 2012, BC ELN welcomed University Canada West (UCW), an independent university in Vancouver, into the consortium. UCW is the sixth private institution to join BC ELN; 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. UCW currently subscribes to four BC ELN licensed resources, including the Undergraduate Foundation Collection, and is the newest member to join the AskAway service.

Partner Libraries
as of December 2012

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 Staff
as of December 2012

Anita Cocchia, Executive Director	Heather Morrison, Coordinator
Gordon Coleman, Coordinator	Sunni Nishimura, Coordinator
Megan Crouch, Coordinator *(to October 2012)*	Leigh Anne Palmer, Coordinator *(from October 2012)*
Korinne Hamakawa, Client Support	Reece Steinberg, Communications Librarian
Leah Hopton, Project Coordinator	

Camosun College Library