BC Electronic Library Network
Innovation & Success 2014

- **British**
- **Columbia**
- **Electronic**
- **Library**
- **Network**

BCELN

BRITISH COLUMBIA
ELECTRONIC LIBRARY NETWORK

Contents ....

Message

Celebrating 25 Years of Great Chemistry...

The BC Electronic Library Network (BC ELN) emerged twenty-five years ago from the Ministry of Advanced Education and Job Training's *Access for All* educational strategy. Providing students, educators, and researchers in BC access to high-quality learning resources was the end, and collaboration was the means. Indeed, from 1989 to today, BC ELN's achievements are largely attributable to its underpinning collaborative drive.

BC ELN's early objectives were to extend and make accessible post-secondary library resources to learners and researchers from all corners of BC, and to utilize technology to strengthen resource sharing. These goals are recognizable in BC ELN's work to this day, though the consortium's methods of achieving them have evolved.

Libraries are collaborative by nature and BC ELN harnesses this drive.

Today, providing access to educational content depends on making that content affordable for libraries to license. BC ELN has become a crucial agent in negotiating steep discounts on educational resources for libraries. In 2014, BC ELN licensing saved post-secondary libraries approximately 1.5 million dollars.

Since its inception, BC ELN has sought shared technology infrastructures to promote access to and sharing of resources. This strategy of cooperation remains constant, as demonstrated in this year's accomplishments:

- Partnered with public libraries to migrate the shared platform OutLook OnLine, used province-wide for discovery and sharing of BC library collections;
- Laid the foundation for the BC Institutional Repository Network, an interconnected infrastructure that will make institution-produced digital assets openly accessible; and
- Supported the online services AskAway and WriteAway, provided on shared platforms.

Libraries are collaborative by nature and BC ELN harnesses this drive. We invite you to explore the positive outcomes that collaboration has generated in this province listed throughout *Innovation & Success 2014*. We welcome your feedback and look forward to another 25 years of success!

Anita Cocchia
Executive Director
BC ELN

Tim Atkinson
Chair, BC ELN
Steering Committee
and University Librarian
Vancouver Island
University

1989	1992	1994	1996	1998	1999	2000
Access for All education strategy announced; BC ELN born	Produced discovery tool for researchers to search shared collection of BC library collections	BC ELN begins licensing resources (e.g. index and abstract databases)	Website launched; implemented shared system to manage borrowing across collections.	Web versions of learner resources and union database available	5 new learner resources added on average per year	Launched forum to gather library input on learner resource needs

Highlights

Innovation & Success 2014 demonstrates the outcomes and value of BC ELN's collaborative work. The following highlights show how BC ELN has made major strides this year in assisting libraries meet the information needs of their students, educators, and researchers. For financial highlights, see pages 8-9.

Secured funding to establish BC Institutional Repository (IR) Network

Outcomes: Libraries that establish IRs will be able to efficiently manage digital assets and make these openly accessible; institutions will be in compliance with federal grant funding agencies; the BC IR Network will lay the foundation for a provincial digital library

Migrated and Improved Interlibrary Loan (ILL) via OutLook OnLine

Outcomes: Researchers at both public and post-secondary libraries benefit from a more streamlined user-experience when searching across BC library collections; improvements lay the foundation for further system optimizations, efficiencies, and savings

Established full sustainability for AskAway Chat Reference

Outcomes: Service is now self-supported and no longer vulnerable to external funding variances; AskAway users can rely on a consistent learning support service staffed by qualified staff

Expanded WriteAway Online Tutoring from six to ten institutions

Outcomes: Students working at a distance or who are unable to come to campus can access quality online writing support; improved writing skills assist students with coursework and later in their work lives

Added new resources and new resource types to BC ELN portfolio

Outcomes: BC ELN-negotiated discounts make resources affordable for libraries; regardless of location in the province, students, educators, and researchers have access to core learning content; instructors and learners can access information from a variety of content formats like ebooks, streaming videos, and ejournals

Collaboration strengthens.
BC ELN adopts shared infrastructure, which reinforces and improves existing library services, enabling them to extend & work more efficiently.

Collaboration connects.
BC ELN leverages resources across multiple sectors and national and international groups to achieve the greatest gains for all.

Collaboration opens.
BC ELN levels the playing field so that public and private, large and small, rural and urban institutions can all have equitable access to resources.

6 JIBC
JIBC

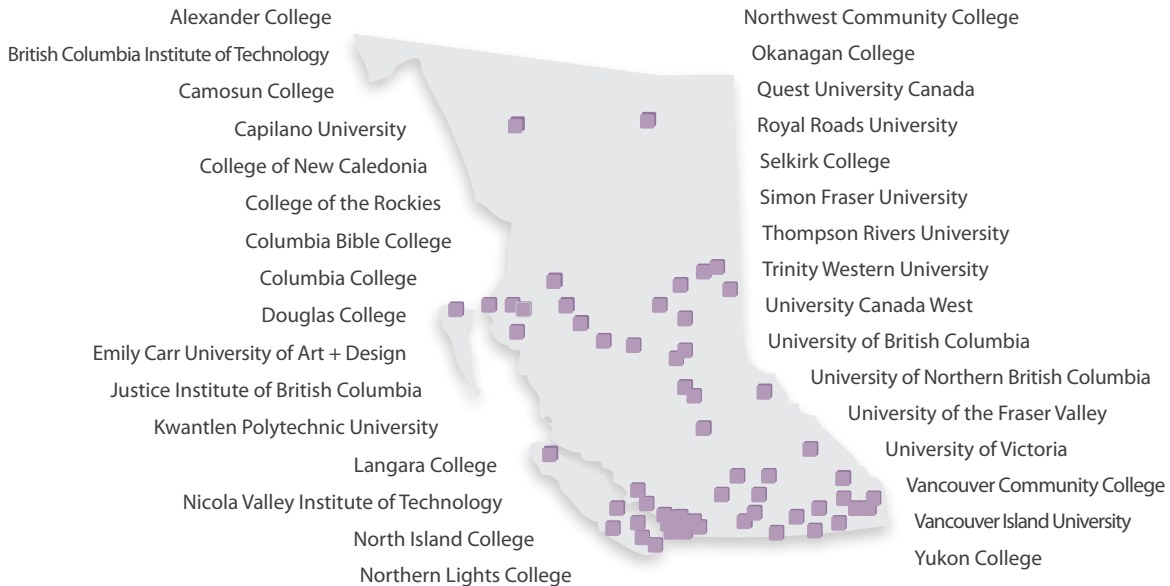| 2002	2004	2006	2008	2010	2012	2014
Ministry seed funding for Ariel, ebook Business Collection & Health Sciences Databases	Move to new host inst, SFU; seed funding for specialized learner resources	Selected as e-HLbc Admin Centre; AskAway launched; co-sponsor of Library 2020 Symposium	Co-org. of BC Digitization Symposium; multi-sector core suite licensed	Negotiated feature film PPR licenses; achieved sustainability for core suite of undergrad-focused resources	Selected as WriteAway Admin Centre; sixth private institution joins BC ELN	Secured funding for BC IR Network; resource sharing improvements implemented; AskAway achieves sustainability

Partners

BC ELN is a partnership between the Province of British Columbia and 32 public and private post-secondary libraries. BC ELN serves campuses stretching from the Yukon to all corners of BC.

Alexander College

British Columbia Institute of Technology

Camosun College

Capilano University

College of New Caledonia

College of the Rockies

Columbia Bible College

Columbia College

Douglas College

Emily Carr University of Art + Design

Justice Institute of British Columbia

Kwantlen Polytechnic University

Langara College

Nicola Valley Institute of Technology

North Island College

Northern Lights College

Northwest Community College

Okanagan College

Quest University Canada

Royal Roads University

Selkirk College

Simon Fraser University

Thompson Rivers University

Trinity Western University

University Canada West

University of British Columbia

University of Northern British Columbia

University of the Fraser Valley

University of Victoria

Vancouver Community College

Vancouver Island University

Yukon College

Cross-Sector and National Partners

BC ELN continually seeks collaboration on initiatives with partners from other sectors and from across the country to maximize savings, extend resources, and enhance services. This philosophy meets the Ministry's core review objectives of encouraging cross-sector partnerships.

BC Libraries Cooperative

BCcampus

Irving K. Barber Learning Centre, UBC

Ministry of Advanced Education

Health Authorities

BC Libraries Branch

Educational Resource Acquisition Consortium

Council of Prairie and Pacific University Libraries

Ministry of Health

Public Library InterLINK

Council of Post Secondary Library Directors

Health Associations

Consortia Canada

International Coalition of Library Consortia

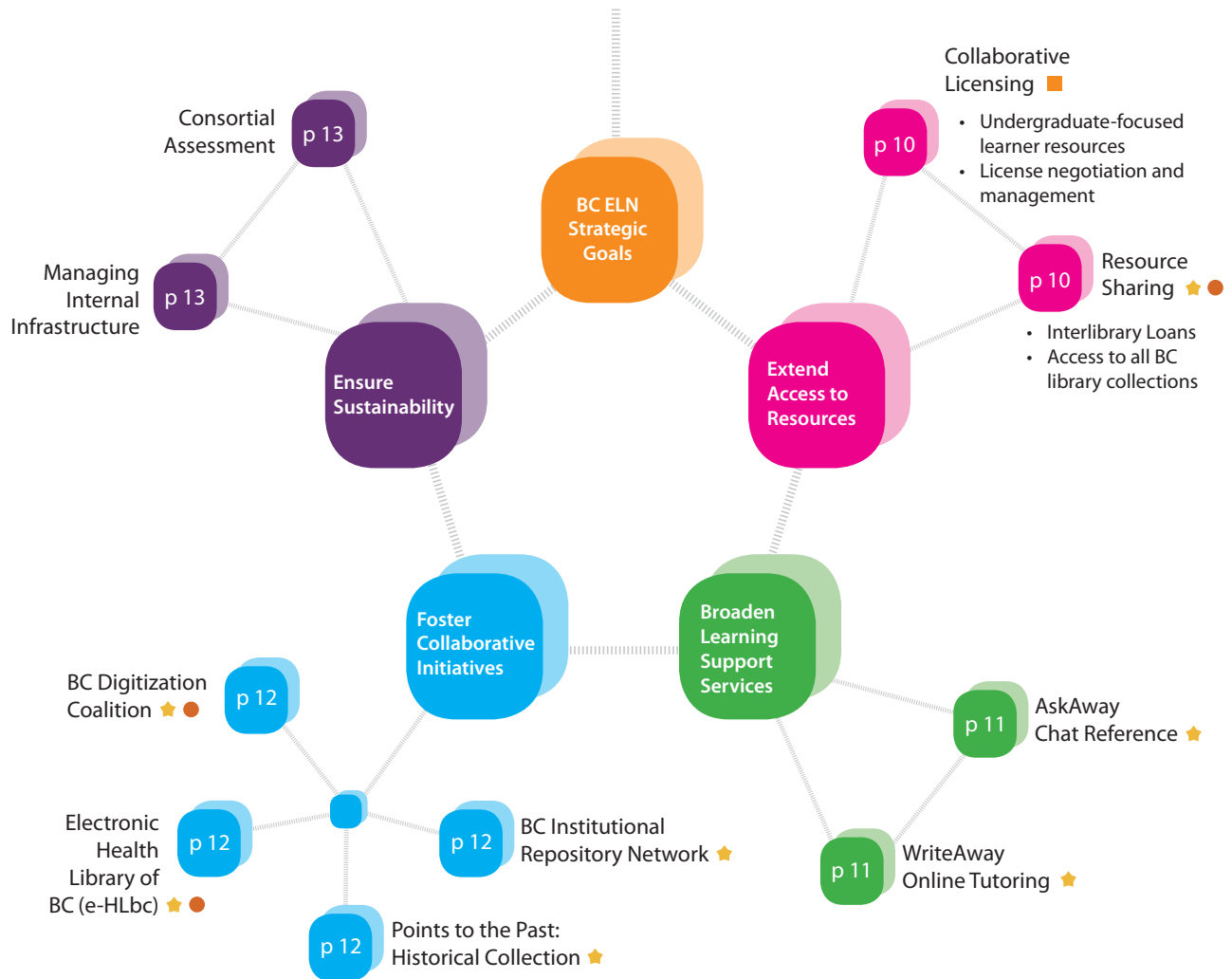The Alberta Library

Ministry of Education

- Collaborative Licensing

- Interlibrary Loan and Union Databases

- Electronic Health Library of BC (e-HLbc)

- BC Digitization Coalition

Strategic Areas

What does the BC Electronic Library Network do?

BC ELN develops and maintains system-wide mechanisms that allow post-secondary libraries to meet the information needs of their users in the **most cost-effective way possible**.
Pages 8-9 show some of the savings and added value generated in each strategic area, while pages 10-13 detail the outcomes achieved in 2014 as a result of BC ELN's work in meeting strategic goals.

BC ELN Strategic Goals

Consortial Assessment — p 13

Managing Internal Infrastructure — p 13

Ensure Sustainability

Collaborative Licensing ■ — p 10
- Undergraduate-focused learner resources
- License negotiation and management

Resource Sharing ★ ● — p 10
- Interlibrary Loans
- Access to all BC library collections

Extend Access to Resources

Foster Collaborative Initiatives

BC Digitization Coalition ★ ● — p 12

Electronic Health Library of BC (e-HLbc) ★ ● — p 12

Points to the Past: Historical Collection ★ — p 12

BC Institutional Repository Network ★ — p 12

Broaden Learning Support Services

AskAway Chat Reference ★ — p 11

WriteAway Online Tutoring ★ — p 11

Key
★ British Columbia collaboration
● Cross-sector collaboration
■ National collaboration

Focusing on Value

With a lean operating budget of just under half a million dollars, BC ELN generates incredible value for British Columbia.

Value Snapshot
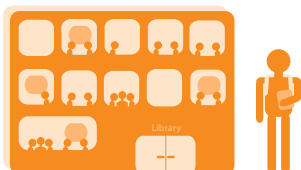
With BC ELN, a medium-sized institution will:

- benefit from BC ELN's 20+ years of experience in negotiation.

- achieve between **30% and 60%** savings on learner resources.

- save **93% ($4,650)** on BC ELN-managed resource sharing software.

- have access to:
  - Over **1 million** maps, images, and interactive titles, etc.,
  - approximately **1.4 million** ebooks and **59,000** full text journal, and newspaper titles etc., and
  - over **50,000** streaming videos including exclusive Canadian content

Collaborative Licensing

With the combined spending power of 32 partner libraries - and even more through multi-sector partnerships - BC ELN is able to negotiate from a position of strength.

$1,350,500

is saved on a single suite of undergraduate resources (UFC).

Excluding the time spent on negotiating *new* resources, BC ELN saved partner libraries approximately 3,400 hours in 2014 on license renewals. In monetary terms, that's a savings of...

$120,000

$34,660

...amount partner libraries saved in 2014 by BC ELN planning ahead and "purchasing" US dollars at more favourable exchange rates.

Resource Sharing

BC ELN coordinates the BC Library Collections Gateway, a resource sharing infrastructure that supports the entire research chain from discovery to delivery.

Central coordination and collaborative licensing of the resource sharing platform saves the system approximately:

$500,000

8

Learning Support Services

BC ELN acts as the administrative centre for both AskAway Chat Reference and WriteAway Online Tutoring.

The province saved

$168,760

in 2014 by collaboratively licensing and sharing AskAway Chat Reference infrastructure

AskAway and WriteAway central coordination reduces the time each institution must dedicate, resulting in thousands of dollars in staff savings.

Collaborative Initiatives

BC ELN acts as the administrative centre for the Electronic Health Library of BC (e-HLbc) and fosters collaborative initiatives like the BC Institutional Repository (IR) Network.

e-HLbc leverages the multi-sector buying power of health, government, and post-secondary institutions to garner the best prices for all members. Institutions benefit from discounts of 20%-90% on essential health resources.

Anticipated savings for one-time setup fees for BC IR Network:

55%-80%

thanks to central coordination.

Office Infrastructure

A strong, healthy BC ELN Office infrastructure is the catalyst for moving initiatives forward.

It's virtually impossible to measure expertise, and yet the experience that BC ELN staff members bring to work each day – in negotiation, communication, coordination, and client support – brings significant added value to the consortium.

Value Snapshot cont.
With BC ELN, a medium-sized institution will:

offer students **67 hours** of chat reference – on or off campus – each week, in return for a contribution of 7 hrs in staffing.

save **60%** on collaborative online tutoring software (WriteAway)

save **up to 90%** on health resources through e-HLbc.

participate in the joint procurement and coordination of the Institutional Repository Network.

receive reliable troubleshooting support, transparent invoicing, expert advice and consultation, and quick responses to questions.

Extending Access to Resources ||||||||||||||||||||||||||||||||||||||||||||||||||

88%

of partner libraries think licensing e-resources is very important in the context of BC ELN activities. (2014 Licensing Activities Survey)

4 OC

I've just had a chance to look through the [Alexander Street Press] Ethnographic Video Online catalogue – what an amazing resource! I am over the moon. Thank you for... Your continual work in bringing us all that we need to teach effectively.

Okanagan College Faculty member

Collaborative Licensing

In 2014, BC ELN renewed 71 licenses and established 3 new licenses on behalf of partner libraries. BC ELN licenses resources that have broad educational coverage (e.g. Canadian Newsstand) for the lowest possible price, and savings are passed on to libraries to be used in areas that meet institutional priorities. By seeking out national licenses (in 2014 BC ELN participated in 27 licenses in partnership with Consortia Canada), BC ELN further extends the buying power of partner libraries.

Outcomes ||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||

- 1.5 million dollars saved on licensing costs for partner libraries
- BC ELN licenses provide access to content for some libraries that they wouldn't otherwise be able to afford; for other libraries it means that savings can be devoted to licensing niche resources that meet their students' unique needs.
- National licenses amplify BC's buying power; additional shelter is provided through larger numbers, reducing the impact if an institution must drop a license for budgetary reasons

What is
IRIS?

IRIS is a video streaming service based on the IRIS Education platform, which offers shared content hosting and streaming video. BC ELN has secured licensing costs for IRIS for its partner libraries. **Just one of the many ways BC ELN looks to expand format and content ranges.**

Supported by BC ELN, the BC Library Collections Gateway lets learners:

- Seamlessly connect from a citation in one electronic resource to the full text document in another resource

- Search all BC public and post-secondary library collections from a single portal

- Request resources from other libraries and have these sent to their home institution

Resource Sharing

In 2014 BC ELN assisted post-secondary and public libraries with a major migration of OutLook OnLine (OLOL) to a new platform. OLOL is used by BC researchers to search and request provincial library collections and by libraries to manage resource requests.

BC ELN surveyed partner libraries on interlibrary loan (ILL) processes and workflows. Information gathered in 2014 is crucial for further decision-making around cross-sector system optimizations slated for implementation in the next year.

Outcomes ||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||||

- Students, educators, and researchers are able to search, discover, and use BC library resources effectively
- The entire system is stronger due to a collaborative approach which makes use of shared resources and results in money saved
- Consultation paves the way for further system optimizations that will generate even greater efficiencies and cost savings

Broadening Learning Support Services

AskAway Chat Reference

AskAway reached a major milestone in 2014 when, facing the loss of external funding, participating libraries chose to make AskAway self-sustaining. Partner library directors determined that funding AskAway entirely by participating libraries would be the most sustainable way to maintain the service. The AskAway Administrative Centre supported the transition by gathering key information for decision-making and by liaising with stakeholders.

Further system improvements in 2014: Institutional queues for all participants, consortial scheduling software, and an upgraded AskAway website.

Outcomes

- AskAway is now a self-sustaining service and no longer vulnerable to variables in external funding
- Institutions opting for individual queues can provide tailored support for their students
- Scheduling is more effective and efficient, and information is easier to find for AskAway staffers

Could *you* answer

895

research-related questions every week?

AskAway service providers answered approximately 32,202 questions in 2014.

4 KPU
KWANTLEN POLYTECHNIC UNIVERSITY

[WriteAway] gives me multiple perspectives on my writing. Some tutors have provided me online aids to help me in trouble areas in my writing. The feedback is all relevant and helpful. —*KPU Learner*

WriteAway Online Tutoring

After a successful membership drive in 2014, four new institutions joined the service, now totalling ten. Tutors were trained to respond to papers more quickly than in previous terms, thus expanding the number of students reached. To support tutors and institutional coordinators, a part-time Master Tutor was hired.

WriteAway began collecting modest service support fees from participating institutions in 2014. Still in its "infancy," WriteAway depends on core funding received from service partners Irving K. Barber Learning Centre, UBC and BCcampus (combined total of $50,000 contributed in 2014/15).

Outcomes

- Learners at ten BC institutions of varying size and location now have access to quick and reliable online writing support
- Distance learners and those who prefer learning online or off campus benefit from convenient access to tutors
- WriteAway users reported improvements in their writing as a result of getting help from online tutors *(WriteAway post-usage surveys)*

WriteAway 2014 Participating Institutions

- BC Institute of Technology
- Camosun College
- College of the Rockies
- Douglas College
- Emily Carr University of Art + Design
- Justice Institute of BC
- Kwantlen Polytechnic University
- Selkirk College
- Simon Fraser University
- University of British Columbia

WriteAway tutors helped students with

2,066

papers in 2014.

Fostering Collaborative Initiatives

BC Digitization Coalition

BC ELN is a member of the BC Digitization Coalition, a group working toward the creation of a provincial digitization strategy in British Columbia.

The BC Institutional Repository (IR) Network

The Administrative Service Delivery Transformation (ASDT) Steering Committee and the Ministry of Advanced Education (AVED) awarded BC ELN $50,000 in funding to coordinate the development of a BC Institutional Repository (IR) Network. An additional $50,000 in seed funding is anticipated in the next fiscal year to further support this initiative.

The BC IR Network will provide access to research and institutional digital assets, and will be an important component of the AVED-envisioned provincial digital library. The first phase began in 2014 with the establishment of an Advisory Committee and a Software Selection Committee (SSC). The SSC has issued a Request for Quote for IR platforms, and a work plan is in place for the project.

Outcomes

- Governance for the BC IR Network has been established to guide policy, planning, and community engagement
- A community of practice has taken root; professional expertise and knowledge are shared among participants
- An environmental scan has led to an understanding of the landscape in which this initiative can thrive

How do you connect the

present

with the

past?

Points to the Past

Supported by BC ELN, P2TP is a unique collaboration between University of Victoria Libraries, University of British Columbia Library, Simon Fraser University Library and Gale, part of Cengage Learning. The initiative provides access to historical, primary source material to all citizens of BC and the Yukon.

Electronic Health Library of BC (e-HLbc)

BC ELN acts as the administrative centre for e-HLbc. In 2014, the e-HLbc Administrative Centre negotiated the Core Suite renewal for 2015 to 2018 – a collection with a value of over 5.4 million dollars. The Core Suite is a bundle of eight health information collections that provide access to thousands of evidence-based health journals and records.

The Administrative Centre also renewed a number of annual licenses and established several new ones including EBSCO Discovery Service, and liaised with other organizations to bring the Canadian Health Libraries Association conference to Vancouver in 2015.

Outcomes

- e-HLbc members receive significant savings on subscriptions as a result of the consortium's buying power
- Health researchers and practitioners have access to core health information and in 2014 expanded access to additional resources like the *Diagnostic and Statistical Manual of Mental Disorders*, (5th ed.) and CINAHL Complete

Ensuring Sustainability

Office Infrastructure and Communications

In 2014, the Office subscribed to a new accounting software platform to improve financial tracking. New protocols for billing and receiving invoices were implemented. Financial and invoicing procedure knowledge was transferred to a new Coordinator who will assist with monitoring financial health of the organization. Additional improvements are slated for 2015.

Office portfolios were assessed and in some cases shifted in 2014 due to a number of staffing fluctuations (new staff member hired, staff leaves, and one staff departure). The Office communicated these changes regularly to stakeholders via email updates and through the Initiatives-at-a Glance document. In addition, special announcements were made this year to celebrate the consortium's 25th anniversary.

Outcomes

- Accuracy is assured with new accounting software
- Knowledge transfer of financial processes ensures consistency despite staff changes
- Transparency in reporting of activities means stakeholders can readily access relevant information

Assessing Consortial Value

As part of a larger assessment strategy to review core areas of service, in 2014 BC ELN released findings from its licensing activities survey. The survey found that BC ELN licensing activities are largely meeting library needs and are making a difference for students, educators, researchers, and libraries. Full results are available at: www.eln.bc.ca. BC ELN continued to collect information on how students are being affected by using AskAway and WriteAway.

Outcomes

Based on feedback from the Licensing Activities Survey, BC ELN has:
- Created a Frequently Asked Questions page to address comments and questions raised around the product selection process
- Revived the Resource Forum and Ranking Survey
- Modified the Ranking Survey to better capture intent to license

Taxpayer Accountability Principles

BC ELN adheres to AVED's Taxpayer Accountability Principles:

Cost consciousness: BC ELN is driven to develop system-wide mechanisms that benefit partner libraries for the lowest possible cost.

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 with a spirit of teamwork, participation, and inclusion.

New year...

new look

BCELN
BRITISH COLUMBIA
ELECTRONIC LIBRARY NETWORK

In celebration of its 25th anniversary, the consortium unveiled a refreshed logo.

5 NLC

NORTHERN LIGHTS COLLEGE

As a small rural institution, there is no way we could afford a number of the e-resources without getting a cheaper rate as a member of the consortium.

(2014 Licensing Activities Survey)

Responding to Risks...

BC ELN demonstrates how collaboration effectively shelters post-secondary libraries from risks, and facilitates nimble responses to challenges and opportunities. BC ELN is pivotal in both protecting and empowering post-secondary libraries – and indeed all libraries – of BC.
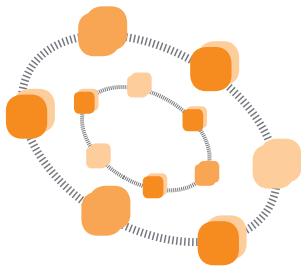
Rallying Forces in Response to Lost Funding

In 2014 AskAway faced an imminent cut to all external funding. Partner libraries rallied in response by collectively covering the lost funds, ensuring AskAway continued uninterrupted. AskAway's strong culture of collaborative problem solving, and the incredible value that the service brings to the province, explain this response. Indeed, for some institutions, losing AskAway would mean losing chat reference altogether. Through a cooperative response to threat, partner libraries have created a self-sustaining service.
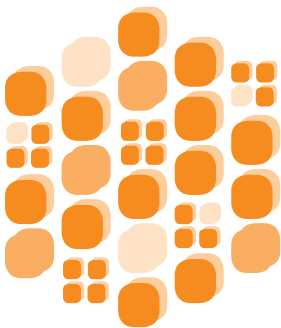
Many Voices are Stronger than One

The past several years have been economically challenging, and 2014 was no exception. Library budgets remain unchanged or even reduced, and libraries must make difficult decisions around licensing resources that see large cost increases from year to year. When negotiating prices in tight economies, BC ELN – which represents 32 post-secondary libraries – is far more influential with vendors than any single library. See pages 8-9 for examples of BC ELN-negotiated savings.

Protection from Fluctuating Exchange Rates

Like all organizations engaged in cross-border purchasing, BC ELN is at the mercy of the Canadian/US currency exchange rate. But the BC ELN Office mitigates some of the potential ill effects of a weakened Canadian dollar with a forward-thinking strategy…

BC ELN is able to purchase sums of US dollars in advance when the rate is advantageous. This allows the consortium to pay for a select number of subscriptions, such as the Undergraduate Foundation Collection, at a reduced rate. This strategy has led to cost savings – savings which are amplified because of the size of the collective sum. In 2014 alone, the Office saved partner libraries almost $35,000 with this approach.

...and Opportunities

Helping Institutional Budgets Stretch Further

BC ELN licensing succeeds by leveraging collective partner library buying power to achieve better pricing for all. By licensing electronic resources that serve broader post-secondary sector needs at discounted costs, BC ELN enables institutions to devote savings to licensing specialized content for their unique programs. And by continually seeking the largest pool of licensees (e.g. through participation in cross-consortial and national agreements), BC ELN keeps costs manageable for all.

Working Across Sectors for Mutual Gains

In 2014 BC ELN worked closely with public library partners to coordinate a large-scale migration of OutLook OnLine. OutLook OnLine is a shared infrastructure that enables resource discovery, interlibrary loans management, and resource requesting for all of BC's public and post-secondary library collections. The separate sectors jointly managed the migration and provided centralized support and training for their constituents. By working together, both sectors essentially halved the amount of work required, thus saving time and money for each.

Centralizing Coordination Brings Everyone Onboard

The BC Institutional Repository (IR) Network is a perfect example of how collaboration gives post-secondary institutions a chance to take advantage of new opportunities. IRs provide significant benefits: they ensure compliance with federal grant funding agencies, they help institutions efficiently manage digital assets, and they promote BC scholarship nationally and internationally. For most BC institutions, implementing an IR is outside of reach due to budgetary restrictions. Thanks to seed funding by AVED and central coordination by BC ELN, many more institutions will be able to set up IRs. Institutions will avoid duplicating efforts as well as staffing and licensing costs.

2 BCC
BCcampus

As Executive Director of BCcampus from 2003-2014, I was delighted to be approached by BC ELN staff to support the AskAway service with funding support for software and network coordination.

From a purely business per-spective, the relatively small investment required to fuel the network results in a huge return on investment (ROI) annually, in terms of students served by this innovative, low-cost collaboration of post-secondary institutions. The AskAway service provides a simple interface through which students gain huge benefit in reference support for their papers and projects.... AskAway continues to be a model of exemplary service to students in the province of British Columbia.

David Porter
Task Force on Flexible
Education, SFU

2 VCC
VANCOUVER COMMUNITY COLLEGE

Moving Forward ⦚⦚⦚

With a quarter-century of consortial successes, there is every indication that BC ELN will continue to thrive and bring substantive benefits to post-secondary libraries and partners in other sectors. Key projects on the horizon include:

Working together to solve common problems and share resources is nothing new to libraries. But now… we can see that increasing technological and social changes impact how all individuals and groups cooperate. Coming from a long tradition of sharing, libraries may be better-suited than other industries to benefit from increased cooperative opportunities.

OCLC "Library Cooperation in the 21st Century"

BC Institutional Repository (IR) Network

2015 will certainly be a banner year for the BC IR Network, with the software selection process scheduled for completion early in the new year. Once software is selected, libraries can begin the policy and procedure development necessary to establish institutional IRs. The Ministry of Advanced Education has pledged additional funding for 2015/16, which will allow movement on phase II: development of a discovery portal.
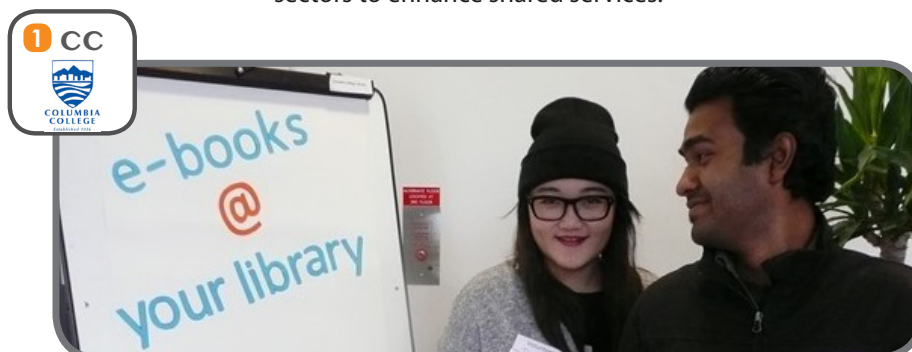
Interlibrary Loan and Shared System Improvements

BC ELN, Libraries Branch (Ministry of Education), the BC Libraries Cooperative, and Public Library InterLINK are collaborating on two initiatives that bring further improvements to the sharing of provincial resources:

1. Securing Canadian hosting for OutLook OnLine, allowing public and post-secondary libraries to exploit software capabilities previously limited due to BC privacy legislation. Patrons will be able to initiate and manage their own requests, which in turn will reduce staff workloads and create an efficient, streamlined resource requesting experience for citizens of BC.

2. Establishing an Administration Centre to provide provincial support for Canadian hosting management, training, troubleshooting, and platform optimization.

BC ELN Strategic Planning

BC ELN is poised to begin strategic planning for the next five-year cycle. The process will involve consultation with partner library staff and other key stakeholders. Focus will be on seeking further synergies with multiple sectors to enhance shared services.
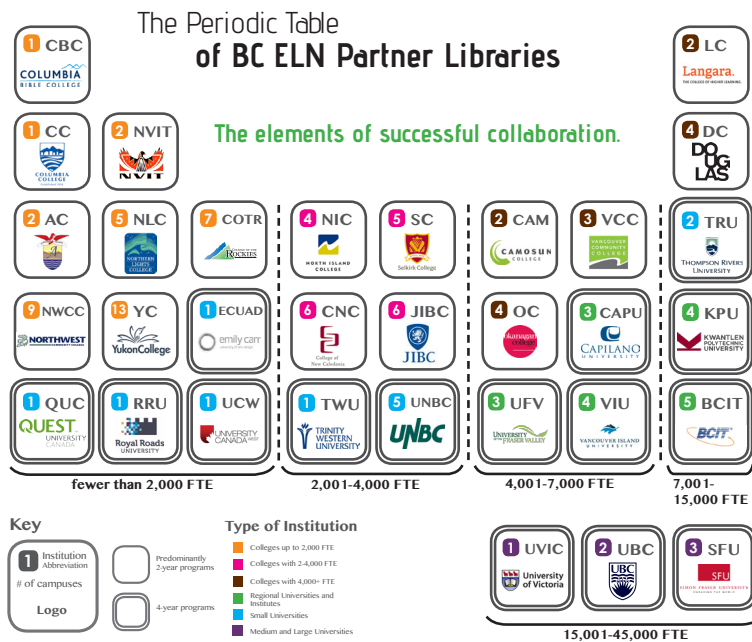
Appendices

The Periodic Table
of BC ELN Partner Libraries

The elements of successful collaboration.

1 CBC — COLUMBIA BIBLE COLLEGE									2 LC — Langara
1 CC — COLUMBIA COLLEGE	2 NVIT — NVIT								4 DC — DOUGLAS
2 AC	5 NLC — NORTHERN LIGHTS COLLEGE	7 COTR — College of the Rockies	4 NIC — NORTH ISLAND COLLEGE	5 SC — Selkirk College	2 CAM — CAMOSUN COLLEGE	3 VCC — VANCOUVER COMMUNITY COLLEGE			2 TRU — THOMPSON RIVERS UNIVERSITY
9 NWCC — NORTHWEST	13 YC — YukonCollege	1 ECUAD — emily carr	6 CNC — College of New Caledonia	6 JIBC — JIBC	4 OC — Okanagan College	3 CAPU — CAPILANO UNIVERSITY			4 KPU — KWANTLEN POLYTECHNIC UNIVERSITY
1 QUC — QUEST UNIVERSITY CANADA	1 RRU — Royal Roads University	1 UCW — UNIVERSITY CANADA WEST	1 TWU — TRINITY WESTERN UNIVERSITY	5 UNBC — UNBC	3 UFV — UNIVERSITY OF THE FRASER VALLEY	4 VIU — VANCOUVER ISLAND UNIVERSITY			5 BCIT — BCIT

fewer than 2,000 FTE	2,001-4,000 FTE	4,001-7,000 FTE	7,001-15,000 FTE

Key

1 Institution Abbreviation
# of campuses
Logo

Predominantly 2-year programs

4-year programs

Type of Institution

- Colleges up to 2,000 FTE
- Colleges with 2-4,000 FTE
- Colleges with 4,000+ FTE
- Regional Universities and Institutes
- Small Universities
- Medium and Large Universities

1 UVIC — University of Victoria	2 UBC — UBC	3 SFU — SIMON FRASER UNIVERSITY

15,001-45,000 FTE

Financials

Core Administration and Gateway

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

Table 1	2014/15 Projected $	
	Revenue	**Expenses**
Core Funding (AVED)	485,417	
BC IR Network (AVED/ASDT Funding)	50,000	
BC Library Collections Gateway (including OutLook OnLine infrastructure, Admin Centre, etc.)	92,013	
Prepayment (Libraries Branch, Ministry of Education for OutLook OnLine)	118,033	
Miscellaneous Revenue (Resource Sharing support, Associate Membership Fees, Carryforward, etc.)	87,575	
Total	**833,038**	
Salaries & Benefits		452,697
SFU Host Support		56,000
AskAway Service Support		15,000
Administration / Communication / Governance		22,356
Technology Infrastructure		6,814
BC Library Collections Gateway		
• reSearcher Suite - resource linking software		37,900
• Union databases and integrated online requesting service (incl. Libraries Branch portion)		174,863
• Transition to Canadian Hosting		20,493
Total		**786,124**
Revenue - Expenses		**46,914***

Learner Resources

Flow-through finances for licensing activities between BC ELN and partner libraries.

Table 2	2014/15 Projected $	
	Revenue	**Expenses**
Partner Library Contributions	3,506,134	
Total	**3,506,134**	
Payments to vendors		3,506,134
Total		**3,506,134**
Revenue - Expenses		**—**

*Targeted 2015/16 carryforward

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.

AskAway Chat Reference

Funded in partnership with BC ELN, BCcampus, and participating libraries.

Table 3	2014/15 Projected $	
	Revenue	**Expenses**
BCcampus Support	25,000	
BC ELN Support	15,000	
Partner Library Service Support and Flex Fees	64,590	
Miscellaneous Revenue (incl. Carryforward, etc.)	10,088	
Total	**114,678**	
Service Support		88,734
Administration / Communication / Governance		1,079
Technical Infrastructure (incl. platform etc.)		21,713
Total		**111,526**
Revenue - Expenses		**3,152***

WriteAway Online Tutoring

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

Table 4	2014/15 Projected $	
	Revenue	**Expenses**
BCcampus Support	17,500	
Irving K. Barber Learning Centre, UBC Support	15,000	
Participating Institution Support	15,900	
Miscellaneous Revenue	767	
Total	**49,167**	
Service Support		42,458
Administration / Communication / Governance		1,580
Technical Infrastructure		238
Total		**44,275**
Revenue - Expenses		**4,892***

*Targeted 2015/16 carryforward

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	2014/15 Projected $	
	Revenue	**Expenses**
Full Member Fees	108,600	
Affiliate Member Fees	5,553	
Miscellaneous Revenue (incl. Carryforward, etc.)	47,518	
Total	**161,672**	
Coordination and Staffing		107,115
Administration / Communication / Governance		6,374
Technical Infrastructure		6,344
Core Suite Subsidy Transfer		28,444
Total		**148,277**
Revenue - Expenses		**13,395 ***

e-HLbc Licensing Initiatives

Flow-through finances for licensing activities between e-HLbc and members.

Table 6	2014/15 Projected $	
	Revenue	**Expenses**
Carryforward (incl. licensing subsidies, etc.)	131,258	
Member Contributions	2,345,765	
Affiliate Members Revenue 2014/15	31,915	
Prepayment (Health and Human Services Library)	39,595	
Core Suite Subsidy Transfer	28,444	
Total	**2,576,977**	
Payments to vendors		2,423,258
Total		**2,423,258**
Revenue - Expenses		**153,719***

*Targeted 2015/16 carryforward

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 of British Columbia, 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 and outcomes. Simon Fraser University (SFU) 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 2014

Continuing Staff:

Anita Cocchia, *Executive Director*

Korinne Hamakawa, *Client Support*

Leigh Anne Palmer, *Coordinator*

Gordon Coleman, *Coordinator* (to November 2014)

Limited Term Staff:

Jennifer Bancroft, *Librarian*

Leah Hopton, *Project Coordinator*

Sunni Nishimura, *Coordinator*

Brandon Weigel, *Librarian*

Steering Committee Terms of Reference (TOR) Refresh

Since an extensive review of the TOR was completed in 2010, the Steering Committee determined that a simple refresh was appropriate for 2014. The Steering Committee solicited feedback from members, then met to craft suggested changes. Revisions were shared and endorsed at the December All Partner Meeting.

Steering Committee (as of Dec. 2014)

Tim Atkinson - Chair
Vancouver Island University

Jonathan Bengtson
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

Mary Anne Guenther
North Island College
Rural Colleges

Todd Mundle
Kwantlen Polytechnic University
Regional Universities and Institutes

Ingrid Parent
University of British Columbia

James Rout
Emily Carr University of Art + Design
Small Universities

Ross Tyner - Vice Chair
Okanagan College
Urban Colleges

Venessa Wallsten
Quest University Canada
Associate Members

Looking Back on 25 Years

On November 7, 2014 BC ELN celebrated a quarter century of successful post-secondary collaboration. In 1989, fueled by the *Access for All* educational strategy announced by the Ministry of Advanced Education and Job Training, a group of consultants were asked to conduct a systematic review of library services in the province. We recently sat down with Brian Owen, Simon Fraser University Associate University Librarian, Library Technology Services and Special Collections, who was one of the consultants working on the project in 1989.

The first step

Brian Owen

After broad consultation, the consensus among libraries was to begin collaborating on a union catalogue of serials holdings, "Twenty-five years later that sounds quaint, but in the context of 1989 there weren't many online systems up and running," recounts Owen. "It wasn't about making direct investments in technology," he says, "the goal was to make use of technology in place and share resources." Indeed, from the beginning BC ELN connected larger sites that had technology and capacity with those that didn't so that all could participate and share. Owen explains:

We used the term Enlightened Self-Interest...

> "We used the term 'Enlightened Self-Interest' – even the providers of the services got benefits. A key driver was the idea that whether you were a student at a big research site or at a northern community college you could use the emerging technology to have the same level of access. Technology leveled the playing field."

But without funding from the Ministry, the collaboration would likely not have gotten off the ground. Says Owen, "BC ELN was an example of how seed funding gets you over that initial hurdle." Not only does initial funding inspire early adopters, it enables a proof of concept that illustrates the value of participating as a group. "If you're providing a service people actually want, people will pay for it, and will see how it costs less than going it alone."

The more things change...

The best predictions twenty-five years ago couldn't completely foresee the changes in store for libraries and technology. "Even back then we weren't anticipating how technology would evolve; we didn't envision not only the indexes but also the content online," explains Owen. Today, the very definition of content is shifting, says Owen: "We may be on the cusp of another 5-10 years where what we think of as content changes. Now we're starting to think of the content and the raw data." That said, Owen believes that libraries as upholders of the fundamental right to access has remained a constant: "The Open Access movement is a big driving force.... it picks up on our long-held traditions in libraries about making things as accessible as possible."

[The OA movement] picks up on our long-held traditions in libraries about making things as accessible as possible.
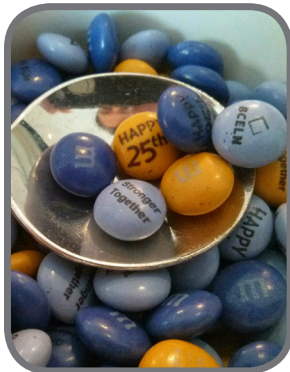
This core library belief in equitable access for all will no doubt continue to drive BC ELN's work well into the next quarter century.

Stories from the People who were There

Lynn Copeland, First BC ELN Manager

"BC ELN has grown and thrived, in part because of the increasingly available online resources, but also because over its twenty-five years, library partners have grown to understand and embrace the 'value added' consortial model.

The beginning years of BC ELN were marked by a learning curve in terms of the value of collaboration. With the exception of a few state institutions, there were few if any models. It took courage to abandon the control which had existed at every level within and across institutions. But it happened and we are all the better for it."

Lynn Copeland

John Durno, former BC ELN Library Analyst

"I started working at BC ELN back in the fall of 1998. It was a terrific time to be working there, not only because of the great people, but also because you really had the feeling you were on the cutting edge of a radical transformation in how libraries did business. It's amazing to look back at how many technologies we would now consider absolutely foundational were being developed back then, but the web was a whole new world.

It was a small office in those days and we all did a bit of everything, but we also had some things we specialized in. Mine was providing tech support for the research databases and related services like GODOT. It was still early days for this kind of service. BC ELN was coordinating 18 databases when I arrived, mostly indexes. 18 databases doesn't sound like much to support, and it wouldn't have been but for the fact that they had an annoying tendency to crash and burn when more than 20 people used them at the same time, largely due to the limitations of the software and hardware available in the late 90s. Fortunately the technology did improve, because by the time I left in late 2005 BC ELN was coordinating around 75 databases and I was actually spending way less time putting out the kinds of fires that had burned regularly when I first started."

John Durno

Ross Tyner, Director of Library Services, Okanagan College

"It's no coincidence that BC ELN's provenance roughly coincides with that of the Internet as a going concern. When the 1990s began, the mere existence of the Internet was unknown to the vast majority of the population; by the end of the decade, we had web-based full-text databases, online banking, and Napster. Libraries and librarians, to our credit, were among the first to realize the incredible potential of this new technology to help us with our key mission of connecting people with information. In Canada, BC ELN was an early example of the power of human networks – a.k.a. consortia – to exploit the potential of computer networks. In BC, it was only through the ELN that many of our students and faculty gained access to any of the early online resources that emerged in the early 1990s – resources such as OJAC (Online Journal Access Catalogue, a text-based, command-driven suite of databases that included the first full text articles most of us ever saw) and Infoserv (a short-lived "Gopher" server), both of which were projects that I was fortunate to have the opportunity to work on.

Ross Tyner

Today, BC ELN retains its relevance and its value, and has become much more professional than in its early days, while the strategic planning sessions are still surprisingly energizing, BC ELN librarians and staff continue to be incredible, and the organization continues to be driven by its members. "