

FOR INFORMATION AND FEEDBACK**PUBLIC****OPEN SESSION****TO:** Academic Board**SPONSOR:** Professor Cheryl Regehr, Vice-President and Provost
CONTACT INFO: (416) 978-2122, provost@utoronto.ca**PRESENTER:** Professor Elizabeth Cowper, Chair of the Planning and Budget Committee
CONTACT INFO: (416) 978-1769, cowper@chass.utoronto.ca**DATE:** October 21, 2013 for November 21, 2013**AGENDA ITEM:** 3c**ITEM IDENTIFICATION:**

University of Toronto Libraries Academic Plan, 2013-18

JURISDICTIONAL INFORMATION:

Divisional academic plans are considered by the Academic Board for information and feedback. Prior to approval by the Provost and presentation to the Planning & Budget Committee, it is expected that the relevant divisional Council would endorse the academic plan in principle. (*Planning & Budget Committee, Terms of Reference, Section 4.1*)

GOVERNANCE PATH:

1. Planning and Budget Committee (October 28, 2013) – for information and feedback
2. **Academic Board (November 21, 2013) – for information and feedback**

PREVIOUS ACTION TAKEN:

See below

HIGHLIGHTS:

The Strategic Plan 2013-18 of the University of Toronto Libraries was the result of a highly inclusive process over many months which included focus groups with students and faculty, facilitated discussions with staff, departmental discussions, opportunities for online comment, interviews with key stakeholders, and town hall meetings. The Plan received final endorsement on September 30, 2013 by the University of Toronto Library Executive Leadership Council which is the final decision-making body for the University of Toronto Libraries.

FINANCIAL AND/OR PLANNING IMPLICATIONS:

The resource implications of the UTL Plan are as detailed in the plan.

RECOMMENDATION:

This item is *for information and feedback only*.

DOCUMENTATION PROVIDED:

- Item - University of Toronto Libraries Academic Plan, 2013-18



UNIVERSITY OF TORONTO
LIBRARIES

Charting our Future

University of Toronto Libraries'
Strategic Plan 2013–2018



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Mission Statement

The mission of the University of Toronto Libraries is to foster the search for knowledge and understanding in the University and the wider community. To this end, we shall provide innovative services and comprehensive access to information founded upon our developing resources as one of the leading research libraries in the world.

STATEMENT OF SERVICE VALUES

- We are responsive to our user communities
- We listen and treat each other with respect
- We are committed to delivery of services in a helpful and courteous manner
- We are committed to providing accessible and reliable services which are instructive, accurate and timely
- We are committed to acquiring, organizing, preserving and enhancing the value of our resources
- We are committed to delivering information using the most effective technologies available
- We are committed to maintaining, with both the university and our users, a clean, attractive and secure library environment
- We are committed to working together as a team, sharing information and expertise
- We share a commitment to learning in order to enhance our capabilities to provide good service

About the University of Toronto Libraries' central library system

The University of Toronto Libraries (UTL) are rightly referred to as a national treasure. We are the largest academic library system in the country and the third largest in North America.

The library system is administratively complex. The central library system includes 13 libraries and various central services administered by the University Chief Librarian Larry Alford. This strategic plan defines the priorities for the central library system over the next five years.

Central UTL libraries:

- Cheng Yu Tung East Asian Library
- Engineering and Computer Science Library
- Gerstein Science Information Centre
- Harry R. Abbott Dentistry Library
- John P. Robarts Library for the Humanities and Social Sciences
- Map & Data Library
- Mathematical Sciences Library
- Media Commons
- Noranda Earth Sciences Library
- Ontario Institute for Studies in Education (OISE) Library
- Petro Jacyk Central & East European Resource Centre
- Richard Charles Lee Canada-Hong Kong Library
- Thomas Fisher Rare Book Library, including the University of Toronto Archives

Central UTL services:

- Access and Information Services
- Collection Development and Acquisitions
- Finance, Human Resources and Administration
- Information Technology Services
- Materials Processing
- Reference and Research Services
- Scholars Portal (a partnership with the Ontario Council of University Libraries)
- Scotiabank Information Commons
- University of Toronto Libraries Advancement
- UTL at Downsview

The central library system works in partnership with 31 other libraries that operate independently in service to their constituents across all three University of Toronto campuses. Together, through our expert staff, the 44 University of Toronto libraries provide collections and services that inspire discovery and engage inquiring minds within the University of Toronto community and beyond. The central library system operates the discovery tools, such as the common Integrated Library System, that are used by all 44 libraries. The central system also manages licensing for most e-resources.

INTRODUCTION



The University of Toronto Libraries, Canada's largest research library system and one of the most significant research libraries globally, is an essential partner in advancing knowledge creation at the University of Toronto. Our international reputation as a centre for research attracts leading faculty, researchers, graduate and undergraduate scholars to the University. Differentiated from our peers by the breadth and depth of our collections and a 50 year history of using innovative technologies to further discovery, we are uniquely positioned to preserve the scholarship of the past, and open opportunities for transformative discovery into the future.

Our vision for the Libraries is bold, and this plan leverages our strengths to address the unique information needs inherent in the next generation of scholars. We will provide leadership in the library and archives community to address profound changes taking place in the scholarly environment, and will be a partner of choice for the University's world class researchers who impact the world through the furthering of knowledge discovery and the development of new ideas.

In implementing our plan, the central library system builds on a history of adaptability and innovation, and our future will remain grounded in these timeless principles. Generations of our colleagues before us had the audacious vision to build one of the great libraries of the world. We will honour and build on this legacy through careful stewardship of our world class collections, and through technological and service innovation.

This is an exciting time for libraries as it is clear that the information and higher education environments will continue to evolve rapidly over the next five years. We will respond to the changing needs of our scholars by becoming a laboratory for innovation, a driver of collaboration, and a gateway to the cultural, scientific and historical record. We will continue to be recognized as a preeminent research centre for scholars around the world.

To achieve our ambitions, we have developed a plan that outlines five key priorities in the coming years. Our choices are focused on serving the needs of researchers at all levels.

- We will grow our world class **collections**, expanding our strengths in both traditional and emerging directions in scholarship.
- We will enhance our physical **spaces** to facilitate ground-breaking research, teaching and learning.
- We will provide innovative **services** that inspire the generation of ideas and prepare scholars for an information-centric world.
- We will strengthen our **relationships** with our many stakeholders, and engage dynamically with the community of researchers both locally and abroad.
- We will achieve these tasks through careful **stewardship** of our resources and the expert knowledge of our excellent staff.

This plan will live as an open document, framing the overarching ambitions of the Libraries, and providing direction to the individual departments which will develop and implement specific initiatives to achieve our goals. I invite you to continue the conversation. Please share your ideas for the Libraries and help us ensure that UTL continues to lead strategically to further the mission of the University of Toronto today and for future generations of scholars.

A handwritten signature in black ink, appearing to read "Larry P. Alford".

Larry P. Alford
Chief Librarian
chiefibrarian@utoronto.ca



Comprehensive collections

1. We will strengthen our worldwide reputation for building collections renowned for their scope, depth and scholarly impact.
2. We will enhance access to and discoverability of our collections.
3. We will preserve our print, digital and media collections for future generations of scholars.

Singular spaces

1. We will make major capital investments to expand and renovate the libraries.
2. We will provide physical spaces that inspire creativity, accelerate discovery and are critical to student success.

Innovative inquiry

1. Our physical and digital spaces will inspire learning and knowledge creation, and enhance the University as a learning community.
2. We will continue to nurture the lifelong information literacy skills of our scholars.
3. We will be the partner of choice that researchers turn to for help finding the quality information they need for scholarship.

Exceptional engagement

1. We will engage deeply with the higher education community on issues that impact their scholarship.
2. We will partner with colleagues regionally, nationally and internationally to deliver outstanding research services.
3. We will build a strong culture of user engagement.

Strategic stewardship

1. We will measure our contribution to the successful fulfillment of the mission of the University.
2. We will pursue opportunities to develop new revenue channels in support of key service areas and new service initiatives.
3. We will become a nimble organization that is able to continually adapt to the rapidly changing information and higher education environments.

STRATEGIC PRIORITIES

Our outstanding collections are at the heart of the University’s mission to pursue research and teaching at the highest international levels. The library system is a key resource for our own faculty and students and for leading scholars worldwide; our collections are essential to learning, and integral to all points of the research cycle.

1. We will strengthen our worldwide reputation for building collections renowned for their scope, depth and scholarly impact.

- a. We will seek opportunities to collaborate with peer institutions as we modify and adapt our collection development policies and practices to align with current and potential research needs.
- b. We will take inspiration from the innovation shown by our researchers by expanding traditional collection practices in both core and special collections to include emerging directions in scholarship.
- c. We will embrace our place in the global community and build collections for the future by applying our subject and language expertise in seeking unique and significant textual and non-textual materials from all over the world and in many languages.
- d. We will expand our web presence through the creation, curation and local hosting of digital content in all disciplines.
- e. We will build capacity to house digitized and born digital collections to enable use of those collections to support emerging forms of digital scholarship.

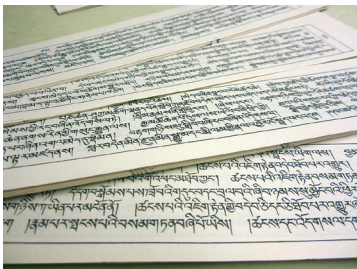
2. We will enhance access to and discoverability of our collections.

- a. We will ensure better access to the full breadth of our collections by improving our online interfaces, search functionality and the quality of our metadata.
- b. We will meet the access and accessibility needs of our community by building web services that deliver our collections to devices of varying capabilities, including mobile devices.
- c. We will ensure that our world class collections are readily retrievable.
- d. We will enhance the presence of our collections in other searchable databases to better enable their discovery through external sources and searches.

3. We will preserve our print, digital and media collections for future generations of scholars.

- a. We will leverage the University’s commitment to expanding our storage capacity at Downsview by becoming a recognized leader of print preservation in Canada. We will be central to last print copy preservation efforts in Canada through collaboration and partnership with other leading libraries.
- b. We will build on Scholars Portal’s achievement of becoming Canada’s first Certified Trusted Digital Repository by developing a preservation infrastructure for UTL digital collections.
- c. We will, as custodians of Canada’s largest archival print and media collections, undertake a comprehensive assessment of the requirements for long-term preservation.

SELECTED CURRENT INITIATIVES



- i UTL’s partnership with Columbia University Libraries harnesses expertise in Tibetan collection services at both universities to increase the availability of Tibetan resources to a wider community of scholars in Canada and the US.
- ii To help provide barrier-free access to textual resources for scholars with reading and print disabilities, UTL is a participant in the Accessible Content E-Portal (ACE) Pilot Project. ACE is a collaboration of the Ontario Council of University Libraries (OCUL) and the University of Toronto, with support from the Government of Ontario.
- iii UTL is developing the Canadian Text Archive Centre (CTAC), a repository of millions of digitized titles, to meet the needs of the next generation of scholars.

The Libraries act as a home away from home for scholars, providing a sense of community in a large and diverse university. Our students and faculty seek out spaces for quiet reflection, as well as areas that are conducive to collaborative work and study. We will reimagine our physical spaces as knowledge laboratories, inspiring bold experimentation and providing the University community with the tools they need to be academically successful.

1. We will make major capital investments to expand and renovate the libraries.

- a. We will build the Robarts Commons, a 1200-seat addition to the John P. Robarts Library, to accommodate the high demand for quality learning spaces on the downtown campus.
- b. We will renovate the Thomas Fisher Rare Book Library to ensure state-of-the-art environmental and security controls are in place to protect and preserve our world class collections of rare books, manuscripts and archives.
- c. We will develop a master facilities plan for renovations to the central libraries, in partnership with our faculty colleagues, to provide superior learning and collaborative spaces.

2. We will provide physical spaces that inspire creativity, accelerate discovery and are critical to student success.

- a. We will facilitate interdisciplinary digital research and collaboration by creating a technology rich environment that enables scholars to experiment and create new knowledge.
- b. We will enable student success by offering state-of-the-art technology required to support learning and teaching.

SELECTED CURRENT INITIATIVES



- i Renovations to the 4th floor at Robarts Library provided more natural light, comfortable seating and access to additional computers, creating an inviting space that welcomes group study and discussion.
- ii The Gerstein Science Information Centre is home to a MAD (Mobile Application Development) Lab where students can work on projects and interact with faculty, TAs and professional staff in the academic programs that teach mobile computing.



We are a leader in providing innovative services to support our many students, faculty, and other users in an evolving information environment. Through our services and spaces, we enable creativity and discovery, and provide a place to build community in a large and diverse university.

1. Our physical and digital spaces will inspire learning and knowledge creation, and enhance the University as a learning community.

- a. We will provide inspiring spaces for quiet study, as well as flexible and configurable spaces that enable effective collaboration and the incubation of ideas.
- b. We will respond to the needs of an increasingly sophisticated community by building an intuitive virtual presence which will evolve as the needs of our users change.
- c. We will become the hub of intellectual leadership in the University and broader community by actively showcasing the research of faculty, researchers, graduate and undergraduate students.
- d. We will recognize and celebrate research innovation on the part of our academic community by creating annual awards.
- e. We will host lectures, exhibitions and other public events to facilitate community engagement with leading scholars and thinkers, and to showcase our diverse research collections

2. We will continue to nurture the lifelong information literacy* skills of our scholars.

- a. We will integrate our teaching services with all Faculties by designing and implementing embedded library skills development programs.
- b. We will provide specialized research support.
- c. We will amplify the University’s global reach by developing educational initiatives that can be delivered at scale to a large and diverse student body.
- d. We will ensure that our students leave the University able to discover, assess and utilize information effectively in an information-intensive world.

3. We will be the partner of choice that researchers turn to for help finding the quality information they need for scholarship.

- a. We will transform our service models to meet the current and yet to be imagined service needs of our users by providing identifiable and effective real-time research and learning support.
- b. We will recognize the enduring need for customized information services and will offer continued access to public service points and personal consultations with approachable and knowledgeable staff.
- c. Using our deep expertise in information technology, we will provide the discovery infrastructure and tools needed to support scholars as they navigate increasing volumes of digital information and data, and we will support new forms of digital scholarship.

* Information literacy is a set of abilities requiring individuals to “recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information.” Information Literacy Competency Standards for Higher Education, American Library Association, 2006.

SELECTED CURRENT INITIATIVES



- i The Personal Librarian program, launched in 2012, will introduce every first year student to a librarian for individualized support and advice.
- ii The UTL Talking About Cities: An Undergraduate Conference gives students the opportunity to share and debate with peers and faculty in the context of an academic conference.
- iii Our Open Access Author Fund encourages open access publishing by covering the author fees often required to publish in open access journals for faculty and graduate students who do not have other sources of funds.

Creating strong and enduring collaborations and relationships with our stakeholders is essential to our mission. To provide outstanding services, we must build effective, differentiated methods of communication and continuously seek feedback from our many users with a strong focus on our students and faculty.

1. We will engage deeply with the higher education community on issues that impact their scholarship.

- a. We will persuasively advocate for open access initiatives and provide credible leadership and support for new directions in scholarly communication.
- b. We will provide expert guidance and leadership to the University of Toronto community in an evolving copyright environment by building an effective, engaged Copyright Office.
- c. We will improve support of knowledge transfer activities by building stronger partnerships with University researchers and with the Office of Research and Innovation.
- d. We will support faculty innovation in teaching by leveraging our partnerships with the Centre for Teaching Support and Innovation (CTSI) and providing the resources needed for tomorrow's classroom.
- e. We will influence new directions of knowledge dissemination by engaging with publishers regarding emerging forms of scholarly publication and viable models of scholarly communication for the future.

2. We will partner with colleagues regionally, nationally and internationally to deliver outstanding research services.

- a. We will optimize library services by collaborating across our three campuses with all libraries at the University to further our shared missions of research and teaching service to our institution.
- b. We will partner with faculty, departments and external organizations to advance the University's mission to foster leadership in the discovery, preservation and transmission of knowledge.
- c. We will strengthen our global connections with consortia to build distributed and large-scale research services.
- d. We will grow our international presence by enhancing library services for alumni abroad, exploring new partnerships with international peers, and inviting international delegations to Toronto.

3. We will build a strong culture of user engagement.

- a. We will assess the success of our collections and services through our users' knowledge and use of them.
- b. We will encourage all staff to proactively engage our students, faculty and other users – offering timely support and effective information at the point of need.
- c. We will improve collections, spaces and services through ongoing user consultation, effectively using social media, and finding new and creative methods of seeking user input.

SELECTED CURRENT INITIATIVES



- i UTL supports learning, research and patient care via strong relationships with the Health Science Information Consortium of Toronto and the Toronto Academic Health Science Network.
- ii UTL has partnered with 11 institutions in Canada to preserve Canadian electronic government publications through the Canadian Government Information Private LOCKSS Network.
- iii The Student Advisory Committee gives students the opportunity to participate in critical planning and decision making for the Libraries.

Our staff accelerate excellence in research and learning by delivering world class collections and services. We will continue to steward responsibly our financial resources in a way that maximizes our ability to deliver excellent services to our students and faculty. We will cultivate a positive, transparent and responsive organization able to deliver excellent services that communicate the value of the library and its many outstanding employees.

1. We will measure our contribution to the successful fulfillment of the mission of the University.

- a. We will build our capacity to collect data to inform planning for our collections, spaces and services.
- b. We will build expertise in evaluating the impact of our investments in collections, space and services.
- c. We will ensure that assessment is embedded as a key component of our projects and services.

2. We will pursue opportunities to develop new revenue channels in support of key service areas and new service initiatives.

- a. We will build on our expertise to attract grants that fund research and quality improvement initiatives.
- b. We will experiment with new strategies to fund innovation and sustain existing services.
- c. We will commit to supporting a culture of philanthropy throughout the central library system to provide for the level of excellence our students and faculty deserve.
- d. We will expand collaborations with partners or develop in-house capacity to participate in grant-funded research projects.

3. We will become a nimble organization that is able to continually adapt to the rapidly changing information and higher education environments.

- a. We will further develop our leadership, management, strategic thinking and communication capabilities.
- b. We will foster a culture of innovation and experimentation, and encourage our staff to adopt an evidence-based practice.
- c. We will consult with staff as an integral part of our decision-making practices.
- d. We will continue to embrace a diversity of ideas, languages and skills that will enhance our ability to deliver excellent services.
- e. We will promote continuous professional growth and learning at all staff levels.

SELECTED CURRENT INITIATIVES



- i Eleven per cent of the progress to date toward the U of T Boundless campaign goal of \$2 billion is attributable to the Libraries.
- ii The Library Leaders Speaker Series for UTL staff offers a unique opportunity to interact with leading thinkers in the library, information and technology fields.

ACKNOWLEDGEMENTS

This plan is the result of substantive consultations that took place through the 2012 – 2013 academic year. The Strategic Planning Steering Committee consulted broadly with the University of Toronto community of faculty, students and staff; library staff in both the central system and in our partner libraries on all three campuses; and with our peers both locally and abroad in the larger library and archives communities. We are grateful to the hundreds of faculty, students, staff and colleagues who took the time to send emails, talk with us, respond to surveys, participate in focus groups, submit reports, and who agreed to be interviewed for their expertise. This plan is enriched by the many voices that care passionately about the University of Toronto Libraries.

We are also grateful to the many people who provided sage advice and shared their skills through the planning process. In particular, Ms Helen Lasthiotakis offered guidance about planning within the University of Toronto context. Ms Sheree Drummond, Professor Glen Jones, Professor Rhonda McEwen and Mr. Michael Ridley loaned their considerable expertise to the Strategic Planning Speaker Series for UTL staff. Ms Vicki Whitmell ably steered us through the selection of the themes which framed our consultation process. Olesya Falenchuk, PhD and Monique Herbert, PhD and their team expertly managed data collection and analysis for the project. Ms Josie Fung, Ms Jennifer Riel and Ms Stefanie Schram skillfully guided the Committee to develop strategic choice cascades based on the framework developed by Professor Roger Martin at the Rotman School of Management. Maureen Morin was the driving force behind the project visuals and graphic design. Ms Laura Anderson provided effective project management support to the PlanUTL committee. All of these individuals, and many others, helped guide our decision making to focus the central library system on a successful path forward.

PEOPLE

Membership, Strategic Planning Steering Committee

Stephen Crotty | Senior Acquisitions /
Administration Associate, Collection Development
Department

Dan D'Agostino | Librarian / Selector - Social
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the Chief Librarian

Lari Langford | Head, Access and Information
Services Department

Mark Leighton | CLIC Supervisor / LAN
Administrator, Information Commons (Scotiabank)
- Operations

Loryl MacDonald | University Archivist and
Department Head, U of T Archives & Records
Management Services (UTARMS)

Sian Meikle | (Co-Chair) Interim Director,
Information Technology Services - Digital Library
& Web Services

Michael Meth | Director, OISE Library

Elena Springall | Coordinator of Resource
Sharing, Instruction & Liaison Librarian, Gerstein
Science Information Centre

Peter Wilson | Associate Director, Finance, Finance
& Administration

UTM liaison | **Pam King** | Librarian, Digital
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CTEP, Language Studies, Visual Studies, U of T
Mississauga Library, Hazel McCallion Academic
Learning Centre

UTSC liaison | **Whitney Kemble** | Liaison
Librarian for Historical & Cultural Studies,
UTSC Library

Library Executive

Larry P. Alford | Chief Librarian, University of
Toronto Libraries

Alfred Cheng | Chief Administrative Officer

Anne Dondertman | Associate Librarian for Special
Collections and Director of the Thomas Fisher
Rare Book Library

Julie Hannaford | Associate Librarian for the
Humanities and Social Sciences

Sandra Langlands | Director, Gerstein Science
Information Centre & Director (Acting), Science
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Sian Meikle | Interim Director, Information
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