FOR INFORMATION   **PUBLIC**   **OPEN SESSION**

TO: Committee on Academic Policy and Programs

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PRESENTER: Susan McCahan, Vice-Provost, Academic Programs
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DATE: April 22, 2019 for May 8, 2019

AGENDA ITEM: 2a

ITEM IDENTIFICATION:

Review of the University of Toronto Central Libraries, 2018-19

JURISDICTIONAL INFORMATION:

"The Committee…has general responsibility…for monitoring the quality of education and the research activities of the University….The Committee receives annual reports or such more frequent regular reports as it may determine, on matters within its purview, including reports on the …[r]eviews of academic units and programs."[1]

GOVERNANCE PATH:

1. **Committee on Academic Policy and Programs** [For Information] (May 8, 2019)

PREVIOUS ACTION TAKEN:

The Governing Council approved the *Policy for Approval and Review of Academic Programs and Units* in 2010. The *Policy* outlines University-wide principles for the approval of proposed new academic programs and review of existing programs and units.[2] Its goal is to align the University's quality assurance processes with the Province's Quality Assurance Framework through establishing the authority of the *University of Toronto Quality Assurance Process* (UTQAP), which outlines the process for reviewing academic programs and the units that offer them.

The Vice-President and Provost commissioned the review of the University of Toronto Central Libraries (UTL), modeled on but outside of the scope of the UTQAP review process. Because of the unique contribution UTL makes to the University, this report is being brought forward for information to the Committee on Academic Policy and Programs (AP&P). Reviews modeled on the UTQAP review process are intended to help assess and improve quality. The *Policy for Approval and Review of Academic Programs and Units* states that "all of the factors that contribute to collegial and scholarly life —academic and administrative complement, research and scholarly activity, infrastructure, governance, etc.—bear on the quality of academic programs and the broad educational experience of students."[3]

HIGHLIGHTS:

A summary of the external reviewers' report is provided.

The overall assessment of the quality of UTL is very high. The reviewers highlighted the libraries' superlative collections and the expert services that the libraries offer. The reviewers praised the many notable accomplishments of the library leadership and staff over the past few years. The Chief Librarian's administrative response/implementation plan addressed the reviewers' recommendations.

FINANCIAL IMPLICATIONS:

There are none.

RECOMMENDATION:

For Information.

DOCUMENTATION PROVIDED:

• Review Summary, UTL Review, April 2019

• Chief Librarian's Administrative Response, UTL Review, April 2019

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[1] Committee on Academic Policy and Programs Terms of Reference, sections 3 and 4.9.
http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Boards+and+Committees/Committee+on+Academic+Policy+and+Programs/apptor.pdf
[2] http://www.governingcouncil.utoronto.ca/policies/AcaProgs_Units_pdf.htm
[3] ibid.

Review Summary

Programs Reviewed:	N/A
Division/Unit Reviewed:	University of Toronto Central Libraries (UTL)
Commissioning Officer:	Vice-President and Provost
Reviewers (Name, Affiliation):	1. Dr. Colleen Cook, Trenholme Dean of Libraries, McGill University 2. Ms. Sarah Thomas, Vice President for the Harvard Library 3. Ms. Virginia Steele, University Librarian, UCLA
Date of Review Visit:	November 29-30, 2018

Previous Review

Date: September 29 – 30, 2008

Summary of Findings and Recommendations

The reviewers observed the following strengths:
- Internationally recognized collections
- Above average annual University investment to the materials budget recognizes collections excellence
- Positive enhancements to physical facilities at UTM, St. George, and construction of new Downsview facility
- Scholars Portal is very successful
- Excellent leadership of current Chief Librarian

The reviewers identified the following areas of concern:
- Support for collections alone is not sufficient to meet the overall University aspirations and mission
- Some improvements to Robarts are completed and in progress, but more work is needed
- Budget reductions have eroded staffing levels
- Rapid expansion of UTM and UTSC campuses and their library and information services has caused some tensions with the UTL

The reviewers made the following recommendations:
- Seek ways to improve collections management and ordering to boost investments and value
- Additional improvements to Robarts should be a high priority
- Need for strategic investment in targeted staffing areas of teaching and learning, and infusion of new skills and perspectives
- Foster relationships between all three campuses and Libraries to provide opportunities for knowledge sharing
- Build on Scholars Portal model success by exploring other extra-institutional relationships of benefit to the University
- University should be uncompromising in recruitment of next Chief Librarian to ensure the UTL retain their top reputation

Current Review: Documentation and Consultation

Documentation Provided to Reviewers

Terms of Reference; Self-Study; Towards 2030 Framework, Charting our Future: A Strategic Plan for the University of Toronto Libraries 2013-2018

Consultation Process

The reviewers met with the Vice-President and Provost; Vice-Provost, Academic Programs; Vice-Provost, Faculty and Academic Life; Academic Divisions Deans / Vice-Deans; CIO; CTSI and OVPRI staff; Advisory Committee on the University of Toronto Library System (2017-18 and 2018-19); Student Library Advisory Committee; Chief Librarian; Chief Librarian's Executive Council; UTL Senior Staff; Library Forum; Scholars Portal; Central and non-central Libraries staff; Advancement staff; UTM/UTSC Chief Librarians; Federated Universities Chief Librarians; Non Federated College Libraries and Department Libraries heads; Executive Director, Health Science Information Consortium of Toronto.

Current Review: Findings and Recommendations

1. Strategic Planning (Items 1, 2, 3, & 4 from Terms of Reference)

The reviewers observed the following **strengths:**

- Mission
  - UTL are a strong contributor to the research, teaching, and learning mission of the University
  - The five pillars of the UTL strategic plan are well aligned with the University mission
- Priorities
  - Investment in e-resources is seen as strong and thoughtful given the large number of UTL users and decentralized nature of the University
  - Advancement of digital collections has been balanced with maintaining a major print repository
- Collections
  - Digital holdings and infrastructure have greatly increase since 2011
  - Additions to collections are made with careful thought and attention
  - Impressive acquisition list, including recent additions Marshall McLuhan's personal working library, a collection of Allen Ginsberg photographs, among others
  - Outstanding collections overall

- Space, Services & Student Experience
  - New Family Study Space in Robarts Library is great innovation for UTL users with children
  - Changes to Robarts space such as a new learning commons, a large café, study nooks, among other changes, are important and efficient space improvements
  - Electronic classrooms offer innovative and function academic support
  - Students appreciate the extras they can borrow at some libraries such as chargers, tablets, laptops, etc. to support their work
  - Gerstein Library updates including updated technology and infrastructure, are positive upgrades to this Library
  - Users have high praise for services
  - Downsview Library high-density storage facility is a huge achievement and model for future collection expansion initiatives

The reviewers identified the following **areas of concern**:

- Mission
  - Many staff, students and faculty have questions about the future of the UTL and what position the UTL should take in terms of research, scholarship, teaching, and learning
- Space, Services & Student Experience
  - Navigating in Robarts can be challenging; lighting is not optimal
  - Students and faculty commented on the need for several service improvements:
    - Book delivery system
    - Orientation program
    - Classes and consultations on emerging areas

The reviewers made the following **recommendations**:

- Mission
  - Arrange a symposium for faculty and students from across all three campus to discuss questions and perspectives on what the UTL future missions and goals should be
- Space, Services & Student Experience
  - Consider hiring consultants to recommend improvements to Robarts lighting and wayfinding that will assist with locating help desks, study areas and other resources
  - Explore ways to expand borrowing services of Library extras such as chargers, laptops, and other tools that support students
  - Seek ways to improve services identified by faculty and students:
    - Streamline book delivery services to shorten turnaround times
    - Create a comprehensive orientation program for new users

- Increase classes and librarian services dedicated to emerging areas such as 3D printing, data management, etc.

2. Administration (Items 5, 6, 7, 8, & 9 from Terms of Reference)

The reviewers observed the following **strengths**:

- Organizational Structure
  - Strategic Planning Update Committee is a highly inclusive team working on organizational matters
- Financial Structure
  - Despite the impact of the Great Recession on higher education, the UTL has remained strong
- Leadership
  - UTL has thrived under leadership of the current Chief Librarian
  - Chief Librarian is seen as very insightful and knowledgeable
- Human Resources
  - Staff are experts and provide excellent service to students and have innovative ideas for expanding services
  - Changes in Library services has required staff have additional skillsets; staff are seen as very prepared and talented, and staff professional development opportunities are encouraged and supported
  - Overall, morale is high among staff
- Internal Relationships with other Libraries and University Offices
  - UTL has positive relationships with other campus libraries, thanks in large part due to the leadership of the Chief Librarian
  - IT staff from around the University eager to work with the Library
  - Good relationship with the MADLab in Gerstein
  - Decision-making processes are very inclusive
- Community Service & External Relationships
  - Public visitors and users of the UTL enjoy many benefits of the extensive digital archives, physical publications, and many exhibits
  - Good relationship with the Toronto Academic Library Internship program
  - Great cooperative relationships between the UTL and hospital libraries
  - Scholars Portal is an important resource providing access to resources to Universities across Ontario
- Accessibility & Diversity
  - Healthy and growing relationship with Canada's indigenous peoples through acquisition of indigenous publications, supporting indigenous presses, and hiring an outreach librarian
- Enhancements
  - New Library Services Platform implementation work is underway with goal of release being summer 2020

- International Comparators
  - UTL are a strong and powerful tool for faculty and student recruitment and retention
  - Top tier Libraries among national and international peers

The reviewers identified the following areas of **concern**:

- Organizational Structure
  - Complex campus and tri-campus structures presents many organizational challenges in a decentralized Library environment
  - While internal communications have improved over the last few years, including the development of the Library Forum, there is still work to be done with communications
- Financial Structure
  - Inherent uncertainty, as there is in any Library, regarding future funding for collections
  - Lack of clarity in funding provided by departments towards the collections budget
- Human Resources
  - Additional responsibilities of the Chief Librarian are not reflected in the portfolio, and the title Chief Librarian does not reflect the extent of work
  - New technological developments will require staff to have additional/different skillsets, questioning whether all librarians will still require an MLIS degree to be hired
- Internal Relationships with other Libraries and other University Offices
  - Memorandum of Understanding (MOU) between UTL and Federated Libraries needs improvement and clarification

The reviewers made the following **recommendations**:

- Organizational Structure
  - Initiate a series of formalized discussions with the three campuses Chief Librarians and the federated Librarians:
    - consider a study of other complex library systems to help shed light on some current challenges
    - identify best practices and requirements for service levels, responsiveness to requests, and outline relationships among all libraries
  - As part of the work of the Strategic Planning Update Committee, or through other strategic planning efforts, review organizational structure to ensure efficiencies and appropriate goals are set
    - Include discussions of creating a group or structure to encourage innovation and entrepreneurship, and the use of new technology and tools in library settings

- Determine if a consultant is needed for the review and any subsequent changes to the organizational structure
    - Continue to seek improvements to internal communications by:
        - Clarifying communication practices for committees, project planning, internal tools and technology, etc.
        - Ensuring regular meetings are held among all internal librarian stakeholders
        - Fostering the Library Forum as a communication tool
        - Review response from Library communications survey for new ideas and enhancements such as increasing the use of social media, coordination across libraries regarding events, etc.
- Financial Structure
    - Set a goal to increase endowments for future collections and processing
    - Establish an MOU to clarify funding level commitments from departments; this will enable more informed decisions about future collection expenditures
- Human Resources
    - Rename Chief Librarian role to one more reflective of portfolio of responsibilities – Dean of Libraries, Chief Librarian and Vice Provost for University Libraries were reviewer suggestions
    - Discuss and consult broadly on the matter of ensuring that existing and new staff are equipped with the expertise to support users with the evolving technology
- Internal Relationships with other Libraries and other University Offices
    - Ensure MOU between UTL and Federated Libraries clearly defines services and other commitments
- Community Service & External Relationships
    - Assess potential of Scholars Portal to expand beyond Ontario
- Enhancements
    - As Library Services Platform is implemented:
        - Continue work on redesigning work flows to assist staff and users with changes; tentative plan to create a new position to support the professional development and training is endorsed by the review team
        - Increase partnerships with other units offering IT services, and nurture important relationships such as that with the CIO and the Office of the Vice President Research
        - Consider help desk set up to optimize user access

Administrative response—appended

UNIVERSITY OF TORONTO
LIBRARIES

April 22, 2019

Susan McCahan
Vice-Provost, Academic Programs
University of Toronto

Re: Administrative response to the External Review of the University of Toronto Central Libraries

Dear Professor McCahan,

I am delighted with the very positive external review of the UTL central libraries. I believe the reviewers' assessment is an accurate reflection of the many strengths of the libraries, and a tribute to the important work and commitment of my colleagues who work diligently to support and accelerate the research, teaching and learning mission of the University. The external review report was shared widely with staff across all libraries, including those in the central, campus, college and federated libraries, as well as with the many colleagues who participated in the external review including members of the Advisory Committee on the University of Toronto Library System, members of the Student Library Advisory Committee, and our partners and colleagues across the University. In response to the recommendations identified by the reviewers, the UTL central libraries are developing short and longer term plans to build on strengths, and ensure continued success in the future:

1. Aware of the ongoing Tri-Campus Review, the reviewers recommended that U of T "should initiate a series of more formalized discussions with the three chief librarians and the federated librarians to iron out budgetary, collections, and other questions." They observed that "There needs to be a clearer understanding among all stakeholders about service levels, responsiveness to requests, and the fundamental relationships among all UT libraries" and that "transactional and ambiguous relationships may not be optimal in delivering information services to an expanding, highly mobile, and digital society." Finally, they commented that "overall student experience would be enhanced if library services were more seamlessly integrated" and that this would be more economical too.

Despite the organizational complexity of the Libraries, offering a consistently high quality and seamless experience for students and faculty is of the highest importance to UTL, and a key consideration in administrative decision making. UTL highly values the collegial relationships with our peers across the University including the faculty, college, and federated libraries. We are committed to enhancing the

partnerships to improve services for all library users and to ensure strategic stewardship of available resources.

An anticipated upcoming changeover to a new Library Services Platform (LSP) will require transformation of many of the processes and practices that are applied across the entire University library system. The LSP project creates a timely opportunity to initiate conversations around shared and harmonized policies, standardization, and modernized workflows. The LSP transition team includes more than 60 staff from across the University libraries system, resulting in a broad representation of ideas, priorities and perspectives from the staff who are experts in their respective service areas. UTL will continue to pursue opportunities for service enhancements through the LSP project. Additionally, the vast majority of all library committees include membership from libraries beyond the central system, and these committees will be tasked with prioritizing a seamless and consistent experience for library users in their annual plans.

At the administrative level, UTL will renew engagement with our partner libraries with a particular focus on identifying opportunities to further strengthen existing relationships, while respecting the Memorandum of Agreement between the University of Toronto and the Federated Universities.

2. The reviewers suggested that Library management should review the organizational structure to see whether it is optimized to make progress in meeting the goals that will emerge from strategic planning. They also suggested ways to continue to engage the broader U of T community in a larger conversation about the libraries.

UTL is presently engaged in two significant initiatives that will help refine the goals and priorities of the Libraries in the near and longer term. The 2019-2023 central libraries' strategic planning exercise is underway and is being steered by a broadly representative group of staff from all areas of the central libraries, as well as UTM and UTSC. UTL is also planning for migration to a modern Library Services Platform (LSP) which will improve discovery and access to library collections, and will transform many of the processes and practices in the Libraries. As we engage in both of these initiatives, UTL is taking a broad perspective to define the optimal organizational structure to meet future needs. These plans are being considered as departments and libraries are being asked to think holistically and to consider the entire library system's priorities and pressures. Making use of an organizational development professional to assess organizational structure is also being considered as UTL moves forward with developing a new strategic plan.

The reviewers also specifically suggested exploring affinity groups or other structures that would encourage innovation and entrepreneurship. UTL has been actively working to build these informal ways of interacting, including small group discussions in the monthly Senior Staff meeting to support building a learning culture, brown bag lunches and discussion groups related to leadership and management, and discussion groups around emerging areas of interest such as artificial intelligence. I continue to offer Innovation Grants annually, which encourage staff to engage with one another across departments and libraries by supporting new ideas and deeply collaborative work. UTL staff are also engaged in "road shows" around strategic planning, and inclusion, diversity and equity topics to more deeply engage in

interactive ways across employee groups and functions. UTL is also working on a plan to build conversation spaces using a peer-to-peer model.

Through the strategic planning process, UTL is engaging with faculty, students and staff across the U of T community to define the priorities and role of the libraries. Opportunities for larger conversations about the role of the libraries will continue in the long term through existing formalized committees and relationships at all levels. A short-term priority is a "Faculty Conversations" project in which liaison librarians and others are meeting with a faculty member to learn more about their research and teaching priorities and challenges. The expectation is that this initiative will foster stronger ties with many faculty, and amass a significant amount of qualitative data which will be mined for trends and themes to ultimately help inform the strategic planning process. Additionally, UTL recently ran the Ithaka Survey, replacing the LibQual survey previously used to gain widespread feedback about library services from the U of T community of undergraduate and graduate students, staff and faculty. Survey results are expected this spring, and UTL will use the results as another key source of input for planning.

3. Although they heard repeatedly that communication has improved over the last few years, the reviewers identified several avenues to explore to improve both internal and external communications.

As noted in the report, UTL has conducted a large-scale communication survey over the past academic year to assess satisfaction with internal communications. Results of the survey were widely shared, and the UTL internal communications librarian has met with departments from across the libraries to gather additional feedback. This exercise has resulted in a number of constructive suggestions for improvement, and an action plan has been developed and will be implement in the coming months.

Over the past few years, UTL has put renewed emphasis on enhancing external communications by appointing a half-time librarian to focus on outreach. Additionally, UTL has formed a Student Outreach Committee and liaison clusters who are working to enhance the UTL social media profile, and to support proactive outreach around library programs and services. In the near term, UTL is planning to revamp the UTL media coverage page to highlight the outstanding media attention that UTL consistently receives for collections and innovative services. In the longer term, we will engage in a website audit with a view of streamlining content to make it more easily navigable and with a focus on "digital first," as opposed to viewing websites as a virtual stand-in for library physical spaces.

4. The reviewers emphasized UTL's "fortunate position" relative to other university libraries in facing the pressures of rising materials costs; nevertheless, they suggested ways to protect against future constraints, including through endowments and by "greater rationalization of how the entire university funds the collections budget."

UTL deeply appreciates the University's continued strong budgetary support for UTL collections, and the importance of collection building to the research, teaching and learning needs of the University community. To ensure efficient stewardship of University funding, the UTL central libraries successfully advocated for a Coordinator for Collaborative Collections position in the 2017-18 DAC proposal. This

librarian will assist in developing a sustained, coordinated approach to acquisitions and their discoverability both within the University itself, and with strategic external partner libraries. In recognition of the need to develop a more collaborative approach to building collections system-wide, the long-standing tri-campus Collection Development and Management Committee (CDMC) is also presently assessing its function and mandate. The committee has been tasked with reimagining the committee to address collections system-wide needs in the context of an increasingly digital and collaborative research and learning environment.

UTL recognizes that fundraising and gifts-in-kind are integral to building library collections and has had success in this area. In 2018, for example, UTL secured a $1.5 million donation for an endowment in support of the Thomas Fisher Rare Book Library. UTL was also a key contributor to University's Boundless campaign, having secured more than 8% of the $2.6 billion raised in the campaign. The Libraries' campaign goal placed us in third position among divisional campaigns within U of T, behind Medicine and Arts & Science. The UTL advancement office continues to forge relationships with alumni, friends, and their wider communities to build a donor base, and will continue to build on these relationships. Without an alumni base, however, UTL must continue to work diligently to cultivate new relationships and entice donors to contribute to the Library's success.

5. The reviewers noted that the lighting and wayfinding in Robarts could be improved. They also made specific suggestions regarding improving efficiency of book delivery, orientation, and addressing emerging technology areas.

Study space remains a vital library service, and is of particular importance to the overall student experience. The observation related to lighting and wayfinding is a valuable one. In the short term, UTL is in the process of a refresh of the iconic Reading Rooms on the second and third floors at Robarts. Careful attention will be paid to lighting for that project, and for all other anticipated capital projects. UTL is also planning a lighting audit to ensure existing light sources have bulbs and are otherwise in working order. With the Robarts Common set to be open in 2020, we anticipate the flow of students through library spaces to change dramatically. This will have an impact on wayfinding. We plan to engage in usability testing and ethnographic observation at that time to determine pain points, and how best to place new, clear signage.

UTL is consistently looking for opportunities to improve services, and in the short term, we will engage in a review of policies related to streamlining the book delivery system. The strategic planning exercise, as well as work related to the LSP, offer an excellent opportunity to improve consistency, and analyze workflows for gaps in communication and processes that are leading to delays. We anticipate moving quickly to identify ways to streamline and improve consistency of service.

The Syllabus Service continues to see increased take-up as faculty become aware of its availability. The service allows students to have immediate access to electronic course materials within Quercus, including scans of print materials, when appropriate, via fair dealing. We are also seeing raised awareness about the possibilities that come with open educational resources (OERs), which have the potential to reduce

costs for students, particularly as they relate to textbooks. We will continue to build on the momentum of these initiatives.

6. Remarking on the excellent relationships UTL has with the Offices of the Vice-President Research and Innovation and the Chief Information Officer, the reviewers recommended jointly exploring whether there is a more effective way to provide help desk services for users.

UTL is building on the strong relationships with staff in the OVPRI and CIO through a new joint initiative that will establish the Centre for Research & Innovation Support (CRIS). Housed at the Gerstein library, CRIS will provide a single new referral service point for researchers to obtain support from any of these divisions at any point in their research processes. CRIS was funded through the 2019-20 DAC process, and work is presently underway to jumpstart the Centre.

After considerable preparatory work, the Robarts Library service points are rationalizing as the Research & Reference and Access & Information units combine to become User Services (US) effective May 1, 2019. Staff have worked hard to build online FAQs to assist with all manner of questions related to UTL services and resources. Additionally, Information Commons (IC) Help Desk staff are integrated with related support staff from the central IT division, who are housed at the IC Help Desk. There is additional potential for cross training staff between service points. An integrated issue-ticketing system will be deployed in the coming year for IT help desks across campus, and UTL will be assessing the potential for it to handle user support enquiries in the Libraries. An attractive strength would be the ability to refer questions readily between units sharing the system, which would improve user support integration.

7. The reviewers observed that the Library will need to figure out how to ensure that it has the necessary expertise to meet evolving student and faculty needs for help with data management and visualization and new technologies. They also noted the impact of the LSP work underway and recommended that UTL "continue to invest significant energy to redesign workflows and to assist staff and users in accepting inevitable change."

As a practice, UTL reviews every position that becomes available to determine if it should be replaced, reimagined, or reallocated. We have also successfully advocated for new positions through the DAC process to support emerging areas of scholarship. Through these dual strategies, UTL has been able to add capacity and expertise to support evolving scholarly needs, and will continue to do so as opportunities allow. Supporting professional development and more team based projects has further enhanced capacity within the libraries to meet new needs, including teaching courses in the Graduate Professional Skills (GPS) workshops in areas such as data visualization, infographics, research data management (RDM) and research impact. The topics that UTL is able to support continues to expand as colleagues continue to invest in these areas of interest.

In the coming months, UTL will hire a Migration Coordinator position to develop a comprehensive implementation plan for the LSP, with a strong focus on communication strategies. Engaging with colleagues within the University and the broader profession is another means of exploring how an LSP
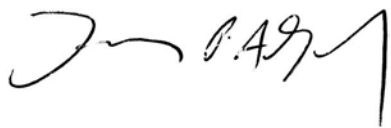
migration would impact future directions. In the short term, UTL is planning a two-day summit which will bring together colleagues from other North American research libraries at various stages of LSP migration to UTL to share their experiences and lessons learned. The summit will comprise both plenary sessions and small group activities to engage UTL staff broadly in issues of change management and attendant action planning. Members of the Chief Librarian's Executive Leadership Council and Senior Staff will be tasked with translating lessons learned into action plans in their respective areas of responsibility.

8. The reviewers noted that "UTL will need to hire people with different skill sets. This will require careful planning around classifications and job qualifications". In particular, they suggested that this "will call into question whether the MLIS should continue to be required for appointments in librarian positions."

As UTL looks to the future, we are carefully crafting job positions with the requisite skills to lead us forward. This includes a strong focus on fundamental skills related to comfort with ambiguity, creativity, adaptability and flexibility. In the short term, UTL is working closely with CUPE1230, which represents a core set of library employees, on jointly allocating a fund which is dedicated to job-related training. Additionally, UTL has developed a "PD Road Map" to help us assess professional development in a more thoughtful and strategic way. While many other academic libraries have created librarian positions that do not require the Master of Information Studies or equivalent, UTL remains committed to this degree for librarians as foundational to the profession.

Thank you for the opportunity to respond to the comments of the external reviewers. UTL is committed to continued excellence, and we are already moving forward on many of the recommendations brought forward through the external review. We appreciate the opportunity to hear the insights of esteemed colleagues to help UTL build for the future.

With best regards,

Larry P. Alford
Chief Librarian
University of Toronto Libraries