University of Toronto Mississauga

Library Academic Plan
2012-2017

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EXECUTIVE SUMMARY

As is higher education as a whole, academic libraries are in a time of careful and deliberate transition. We are redefining our place in this digital world, adapting our resources and services to match the changing needs, practices, and goals of our community, and exploring the affordances of new technology practices to extend our services and evolve. The shift into the digital world is pushing us in new directions, reminding us of the constant value of the library, its resources, services, and people.

“Library as place” continues to be an essential characteristic of academic libraries, in particular those which provide a combination of expert service, beautiful, flexible, safe and secure spaces, technology and resources. The HMALC affords spaces that foster a positive learning environment, and provides faculty and students opportunities to engage with new forms of pedagogy including active and experiential learning. Furthermore, Library expertise, programs and services facilitate the integration of technology into the teaching and learning activities on campus. This is fundamental to supporting and enhancing the student experience.

As enrollment has grown, use of the HMALC has kept pace with over 1.4 million visits for 2011-12 – a record since the Centre opened in the Fall 2006. Daily visits of 8,000-10,000 per day occur during the peak academic term. With every addition and enhancement to physical study and student space made at the Mississauga campus, paradoxically, use of the HMALC grows. Students view the UTM Library as their academic hub of activity; they view it as their “home away from home,” spending countless hours in their favourite spots. It is the “go to” place to address their academic, technology, and social learning needs. It is essential that the Library evolve its learning spaces to meet the evolving needs of our students and faculty as they explore new technologies, resources, pedagogies and learning styles. The need for additional physical space in the Library and the attendant need for growth in the Library’s staffing complement are critical to the future academic support that is provided at this campus.

The HMALC is positioned to continue its evolution as a leading centre of learning through two critical strategies. Firstly, the Library will increase collaborative and silent study spaces to meet the needs of, primarily undergraduate students. Secondly, the Library will also create an increased number of innovative, experiential learning spaces for undergraduates, graduates, staff, and faculty, including a range of technology-rich collaborative spaces, environments for which there is excellent design convergence (function, aesthetics, safety and security), information technology, and expert research and technology assistance. These learning spaces will facilitate student and faculty use of digital technologies to deeply engage with subject matter and each other and to create new digital products1. To complement and expand the Library’s existing support for instructional technology, geographic information systems, and financial literacy, we aspire to create new spaces including a Research Garden, an Experiential Learning Commons Classroom, a Centre for Digital Innovation, and a space for graduate students.

The Library is indispensable to the research mission of the University. Preserving and enriching the resources available to faculty, staff and students, supporting boundless learning and innovative teaching both online and face to face, and providing flexible, innovative library spaces for student learning remain critical to our future. In the next five years, our challenge is to adapt and develop our core services and resources to fit seamlessly into our shifting future.

1 Encapsulation of these ideas from Joan Lippincott’s (Coalition for Networked Information) address, “Trends in Academic Learning Spaces,” (University of Toronto Mississauga, April 28, 2011).
Our plan focuses on five strategic priorities:

**Experience Spaces**

The Library is currently a hub of student activity and the heart of our campus. In light of the constantly-shifting needs of students, our changing curricula, innovative teaching initiatives, emerging interactive technologies and increasing enrolment (in particular the growth in the professional Masters programs), the Library must be a flexible, innovative space for our community to interact with technology, scholarly materials, and each other. It also must provide more silent and collaborative study space to support our students’ success. We envision a modular space that can be easily adapted to rapidly-changing needs and new technologies, a space ready to facilitate synergistic and experiential learning, knowledge creation, and innovation. While our physical spaces are critical, our community is increasingly ready to explore virtual spaces; the Library will provide virtual gathering points in order to extend learning and engagement beyond the boundaries of our walls.

**Boundless Learning**

We seek to enable and support learning on campus, and to shift our services to match the needs of students and faculty. Within our innovative physical and virtual spaces, we will collaborate with faculty to provide targeted support to students how and when they need it. We will continue to support innovative teaching and learning through instructional and emerging technologies, and incorporate that innovation into our services. Libraries have long been locations of sense-making; we will renew our efforts to help our community to find and make sense of the information available to them.

**Enriching Research**

To support faculty in the realization and publication of advanced digital projects, the Library aims to develop its leadership in digital research. We plan to enhance our expert support and services as well as target the development of our collections, tools and spaces to meet the challenges of this quickly evolving field. We continue to seek new opportunities to raise awareness of the exceptional work of our faculty and their graduate students and, as partners in the creation of tomorrow’s scholars, we are firmly committed to enriching the experience of student researchers as they build their knowledge and their skills.

**Integrating Resources**

In collaboration with our many partners across the campuses and across the province, we seek to improve resource acquisition, curation and access. New technologies can help us to close the gap between critical materials and the scholars who need them, and we aim to evaluate and implement the best of these. As we manage our print collection, we will shepherd our increasingly digital materials into the spaces where they are needed. We are committed to building an indispensable collection that addresses the needs of our community even as it shifts and changes. Leveraging our unique position in the University, we will develop unique, digital collections for present and future scholars to explore.
The Team

We remain committed to flawless service to our community, to building capacity in our service models, and engaging our staff in the process.

With our focus on these five priorities, the Library will provide high-impact and adaptive services, spaces, and resources in order to achieve our vision of being indispensable to the teaching, learning and research mission of the University of Toronto Mississauga by providing valuable, high-impact and expert content, tools, resources and spaces.
THE UTM LIBRARY IN CONTEXT

As is higher education as a whole, academic libraries are in a time of careful and deliberate transition. We are redefining our place in this digital world, adapting our resources and services to match the changing needs, practices, and goals of our community, and exploring the affordances of new technology practices to extend our services and evolve. The shift into the digital world is pushing us in new directions, and reminding us of the constant value of the library and its resources, services, and people.

The UTM Library is part of the University of Toronto Library system (UTL), ranked 3rd in North American with the Association of Research Libraries. The UTM Library works closely with the Central Libraries at the St. George campus and in tri-campus initiatives. In particular, the UTM Library works collaboratively with the central system to build our digital collections as a tri-campus initiative. The continuously expanding collection of e-resources that support the UTM curriculum is an example of the Library’s commitment to advocate for and support our campus.

Librarians and senior supervisors at UTM participate on both standing and special committees of the UTL, and are especially active in the areas of Scholarly Communications, Digital Research, and GIS and Data Services, to name a few. We also have strong and active working relations with the Centre for Teaching Support and Innovation. The UTM Library actively seeks collaboration and partnerships and believes as a result of the growth at both UTM and UTSC that the University of Toronto Library system can leverage this to advantage through strategic planning and partnerships where each library, where appropriate, leads specific projects, initiatives or pilots for the benefit of the whole. Additionally, resources can be optimized, duplication minimized and services developed to create efficiencies and enhance effectiveness across the three campuses.

Library as place continues to play a vital role in the lives of, primarily undergraduate students, of the University of Toronto Mississauga. As enrollment has grown, the spaces, services, technology, and staff, has attracted between 8,000-10,000 visits per day during the core academic period (see Figure 1) with over 1.4 million gate count visits in 2011-12 – a record since the Centre opened in the Fall 2006 (see Figure 2). With every addition and enhancement
to physical study and student space made at the Mississauga campus, paradoxically, use of the HMALC grows. As an example, with the recent opening of the Instruction Centre, the HMALC has experienced its busiest year ever.

The HMALC has been a victim of its own success. Wildly exceeding expectations for use and popularity, the HMALC has become the home of a variety of teaching and learning spaces which meet the needs of students (see Figure 3).² Students view the UTM Library as their academic hub of activity; they view it as their “home away from home,” spending countless hours in their favourite spots. It is the “go to” place to address their academic, technology, and social learning needs. UTM currently has approximately 10,000 FTE students and the projected enrolment growth is expected to increase to 12,600 FTE for 2017. With the HMALC and its staff under strain working in an environment that was built for 7,200 FTE, it is imperative that the HMALC be expanded and the staff complement be increased to keep pace with the expectations and demands in supporting student and faculty success.

![Bar chart showing usage of Library spaces over time](image.png)

Figure 3.

It is essential that the Library evolve its learning spaces to meet the evolving needs of our students and faculty as they explore new technologies, resources, pedagogies and learning styles. These learning spaces will facilitate student and faculty use of digital technologies to deeply engage with subject matter and each other and to create new digital products. The need for additional physical space in the Library and the attendant need for growth in the Library’s staffing complement are critical to the future academic support that is provided at this campus.

The shift into the digital world marked the beginning of a revolution for the landscape of higher education. That change has been felt in all realms; online course registration has become standard, 90% of courses at UTM have an online presence, TAs and instructors increasingly receive and grade assignments on screens, and digital research is blossoming. While these


³ Encapsulation of these ideas from Joan Lippincott’s (Coalition for Networked Information) address, “*Trends in Academic Learning Spaces,*” (University of Toronto Mississauga, April 28, 2011).
changes sometimes appear lightning fast, in reality our adaptation to these innovations has been gradual. The impact of the digital world on our lives, learning, and work has grown slowly as we explore and experiment with the ever-increasing variety of applications and innovations available to us. Through this experience we slowly and deliberately determine which tools fit best into our existing practices, which ones revolutionize them, and which ones we should abandon. With each cultural shift and new tool comes a wealth of new opportunities; the Library is poised to embrace them.

As demonstrated through a series of recent initiatives, The Library is prepared and well-positioned to shift and change into this sophisticated, digital future and vital evolution of library spaces. Examples of these initiatives include:

- The Yagi Collection of rare Japanese artifacts are being digitized in 3D in partnership with the Department of Anthropology and Arius 3D, providing opportunities for innovative approaches to teaching, learning and research.

- The Library offers 24/5 access to its physical spaces during examination periods in December and April to respond to stated student demand, and to support student success during this critical academic period.

- Academic support for the Blackboard LMS is provided by the Library’s Instructional and Emerging Technologies’ Librarians and team, supporting faculty, departmental staff (single points of contact) and students using a tiered service model.

- The Library, in collaboration with its academic partners, supports new, digital modes of scholarship with an emphasis on digital humanities, offering a range of services including digitization, curation, GIS mapping & geo-visualizations, as well as 3D and digital imaging.

- The Library supports the first year experience through a range of programs in collaboration with campus partners.

- The Library aims to be the technology incubator for the UTM campus with innovative services such as the T-Room: Technology, Teach, Touch, by providing access to cutting-edge technologies for small-group instruction, and student and faculty use and experimentation.

- The Li Koon Chun Finance Learning Centre is an experiential centre of excellence, providing a range of programs, resources and services such as simulated trading and foreign exchange competitions, stock challenges, financial literacy, Excel instruction and certification.

- The proposed Research Garden directly speaks to the student experience by providing a vibrant research convergence hub to nurture undergraduate research. This space will foster the cultivation, germination and celebration of student and faculty disciplinary and inter-disciplinary research. Undergraduate students have voiced their desire for more
student-faculty interaction, including opportunities for semi-structured social interaction where they can learn more about faculty interest and research.4

From a synthesis of trends across academic libraries, the academy, technology and the broader environment, two central themes for the Library’s academic plan have emerged. We must:

1) Focus on creating vibrant digital and physical spaces that inspire collaboration, experiential learning and technology integration that enhance teaching and learning.

2) Develop tools, services, programs and resources in support of the research mission, where the Library provides essential data management, curatorial, and preservation services, assists with a full-range of scholarly communications services, and supports the integration new modes of digital scholarship.

These two themes intertwine the five strategic priorities, Experience Spaces, Boundless Learning, Enriching Research, Integrating Resources, and The Team, articulated in the remaining pages of the Library’s five-year academic plan.

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4 In their own words: Understanding the undergraduate student experience at the University of Toronto. July 2010. Council on Student Experience, University of Toronto.
Academic Plan

The UTM Library is at an exciting juncture in its development. It has achieved great success through its services, spaces and people – success that could only be imagined since the last academic plan. The Library could, conceivably, continue along the same path, and play it safe. However, our ultimate goal is to achieve a level of excellence in innovation that will exceed the expectations of our students and faculty making us a leader amongst our peers as a centre of innovation in academic libraries.

To achieve this, the Library, through its staff and Academic Plan, will be bold, continuing to chart a course that will at times be uncomfortable as we balance and honour the past but exploit our enviable position as part of the 3rd ranked research library system in North America. This allows us to be different, innovative and non-traditional. The UTM Library will be an incubator for innovative practice, technology, spaces, resources and services. We will pilot projects for potential roll out across the University of Toronto Libraries. We will use our strengths to continue to push beyond the conventional notion of a traditional academic library to deliver dynamic, leading-edge, user-focused services, resources and spaces.

Increasingly, academic libraries are investigating strategies for assessing the impact and added value of library spaces, teaching programs, delivery of services, and the use of resources and collections. Integral to the goals and objectives presented in this Academic Plan is the move beyond recording output and simple outcome measures to a more robust and meaningful determination and understanding of what the Library does and the impact it has on the teaching, research, and service mission of the University. To this end, objectives embrace assessment initiatives and the exploration of more effective measures of value, as well as learning and development events that support the continued evolution of the Library’s efforts to foster a culture of assessment.

Strategic Priority: Experience Spaces

Vision: To create experiential environments to facilitate synergistic learning, research, knowledge creation and innovation.

The Library is currently a hub of student activity and the heart of our campus. In light of the constantly-shifting needs of students, our changing curricula, innovative teaching initiatives, emerging interactive technologies, and increasing enrolment (in particular the growth in the professional Masters programs), the library must be a flexible, innovative space for our community to interact with technology, scholarly materials, and each other. It also must provide more silent and collaborative study space to support our students’ success. We envision a modular space that can be easily adapted to rapidly-changing needs and new technologies, a space ready to facilitate synergistic and experiential learning, knowledge creation, and innovation. While our physical spaces are critical, our community is increasingly ready to explore virtual spaces; the Library will provide virtual gathering points in order to extend learning and engagement beyond the boundaries of our walls.
**Goal 1:** To develop exciting and flexible multi-purpose physical spaces which are technology rich, modular, and encourage innovative teaching, learning and collaboration for students and faculty.

- Develop use cases for the Boundless campaign to realize the visions of the Research Garden, a Centre for Digital Innovation and a Learning Commons Experiential Classroom.
- Develop pilot programs and events in concert with UTM "One" programs, and ThingTank @UTM (working with ICCIT) as proof of concept at the Mississauga campus.
- Prepare Learning Commons spaces for repurposing as experiential learning spaces.
- Increase silent study spaces on Level 1 facilitated through removal of mobile shelving, and journal relocation.
- Investigate and recommend onsite collections storage alternatives.
- Investigate and recommend public workstation refresh options and alternatives with respect to the Learning Commons
- Develop the physical manifestation of a re-conceptualized vision for the Learning Commons (see Boundless Learning Goal 8)
- Reconsider Finance Learning Centre space pending prospective move to Kaneff Centre
- Develop a functional plan for the expansion of the HMALC to include:
  - Study space to accommodate enrollment growth of 12,600 FTE (16,000 HC) primarily undergraduate students
  - Spaces for graduate students
  - Collections spaces
  - Service space including specialized experiential learning and research spaces
  - Additional staff space
- Lead project committee for development of Project Report for governance.
- Prepare collection for re-distribution in advance of the HMALC expansion.
- Execution of capital expansion of the HMALC
- Continue execution of capital expansion of the HMALC

**Goal 2:** To develop engaging virtual spaces and web presence that inspire community and multi-directional communication.

- Implement strategic priorities to maximize our presence in social media spaces.
- Conduct situation analysis to identify student needs and implement recommendations to increase student awareness and use of virtual tools, technologies and spaces that support student success.
- Examine existing virtual tools and spaces to extend faculty and staff support.
- Refresh the Library’s website to meet changing student and faculty needs.
- Determine value measures and implement assessment to ascertain the impact of the Library’s social media initiatives.

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5 ThingTank@UTM is envisioned as a UTM local adaptation of the ThingTank ideation lab being installed at the Robarts Library spring 2012 http://www.ddimit.org/
● Determine mechanism for ongoing discovery, review and evaluation of social media trends and virtual spaces, tools and technologies.

Strategic Priority: Boundless Learning

Vision: To lead in the creation and deployment of innovative high-impact activities, products, and services to enable and support authentic learning.

We seek to enable and support learning on campus, and to shift our services to match the needs of students and faculty. Within our innovative physical and virtual spaces, we will collaborate with faculty to provide targeted support to students how and when they need it. We will continue to support innovative teaching and learning through instructional and emerging technologies, and incorporate that innovation into our services. Libraries have long been locations of sense-making; we will renew our efforts to help our community to find and make sense of the information available to them.

Goal 3: To collaborate with faculty, staff, and students to create a diverse range of innovative authentic learning opportunities that foster a vibrant academic community.

● Work in partnership with other campus units to further develop the Library components of integrated campus transition and post-transition programs
● Identify and establish collaborative experiential and service learning projects with targeted departments and/or campus services to provide integrated learning experiences within the Library’s unique spaces.
● Construct a new framework that underlies and guides the design of Library teaching and learning initiatives.
● Articulate and implement a multi-faceted strategy for high-impact initiatives to support student academic success.
● Design Library programming in partnership with Vice Dean, Undergraduate, and other campus units, for a transition credit course.
● Plan for, implement, and promote use of new self-directed online learning modules, collections, and open educational resources and tools for students.
● Determine value measures and implement assessment to ascertain the impact of the Library’s teaching initiatives.

Goal 4: Lead in the application of instructional and emerging technologies to enrich the learning experience for students, and to encourage, support and inspire innovative teaching on campus.

● Respond to and implement the recommendations of the Instructional Technology Task Force.
● Provide leadership and participate in the campus development of a faculty community on blended and online learning.
● Provide leadership, coordination for, and promotion of the use, selection, and effective implementation of instructional and emerging technologies at U of T Mississauga.
● Collaborate in the development and delivery of a CTSI Course Design Institute at UTM.
● Provide leadership in exploring options and implementing strategies for the delivery of Library resources and services using the University’s learning management system.
● Develop a comprehensive training program to address increasing needs of departmental Single Point of Contacts (SPOCs).
● Collaborate with campus partners in the development and delivery of TA training.
● Collaborate with CTSI in exploring options for program development that integrates instructional and emerging technologies in support of UTM faculty classroom, blended, and online teaching.
● Develop robust communication structures to share up-to-date information regarding emerging and instructional technologies.
● Provide leadership in the identification and exploration of maturing technologies (e.g., augmented reality, gaming, 3D simulation, gesture-based computing) for use by faculty and students in support of teaching and learning.
● Determine value measures and implement assessment to ascertain the impact of the Library’s emerging and instructional technology initiatives.

Goal 5: To teach students, faculty and staff, regardless of geographic location, and to support their information seeking and sense-making to further their academic success and research.

● Develop a new service model that re-conceptualizes in-Library and virtual options and spaces for high impact delivery of information services.
● Re-conceive the Library’s Learning Commons, emphasizing collaborations with campus partners.
● Implement a training program to support the systematic renewal of skills and knowledge for the delivery of information services.
● Design focused, self-directed online learning modules and tools, to enable students to engage and customize their learning relationships and interaction with the Library’s resources.
● Determine value measures and implement assessment to determine the impact of the Library’s in-Library and virtual one-on-one support.

Strategic Priority: Enriching Research

Vision: To support the University of Toronto Mississauga research mission.

To support faculty in the realization and publication of advanced digital projects, the Library aims to develop its leadership in digital research. We plan to enhance our expert support and services as well as target the development of our collections, tools and spaces to meet the challenges of this quickly evolving field. We continue to seek new opportunities to raise awareness of the exceptional work of our faculty and their graduate students and, as partners in the creation of tomorrow’s scholars, we are firmly committed to enriching the experience of student researchers as they build their knowledge and their skills.
Goal 6: To lead and support digital research at UTM.

- Establish a proof of concept digital research space for faculty which offers digital research expertise, assistance and tools.
- In collaboration with UT Libraries, develop and promote a suite of robust services, expertise and tools to support Digital Humanities/Digital Research projects.
- Continue to explore and expose emerging technologies and their application to faculty and graduate student research and collaboration.
- Determine methods and strategy to increase exposure of UTM faculty to digital research projects to encourage new forms of scholarship and multidisciplinary research.
- Implement experiential learning opportunities in the digital humanities for undergraduates.
- Develop programming in alignment with the Boundless campaign to realize the visions of the Research Garden and Centre for Digital Innovation.
- Explore sponsorship of UTM Digital Humanities fellowships for the development of digital humanities projects.

Goal 7: To raise the profile and impact of our scholars’ research, the UT Mississauga Library will establish itself as the campus leader in the provision of essential services and products in support of current and emerging forms of scholarly communication.

- Establish an Office of Scholarly Communications to deliver essential services and products in support of scholarly communication.
- Continue to develop and deliver the impact metrics program for faculty and graduate students to increase awareness of UTM scholarship significance and prominence.
- Implement a UTM pilot of the UTL Author’s Fund to provide incentive and promotion of Open Access.
- Determine strategy and methods to increase deposits of UTM scholarship in UT Open Access institutional repository.

Goal 8: To enhance the research experience for the digital (and non-digital) scholar.

- Develop strategy and education programs to elevate campus strategic intelligence about copyright, intellectual property, open access and digital rights.
- Participate in the implementation of the UTL strategic data agenda.
- Conduct investigation into opportunities to assist UTM researchers with the management and curation of their research data, make recommendations, and implement proposed strategy.
- Conduct situation analysis to determine opportunities and alternatives to support the data analysis needs of UTM researchers including potential geospatial and statistical literacy consultations and workshops.
- Explore opportunities for participating in faculty research groups and research opportunity program courses.
- Participate with UTM departments in joint grant funded projects supporting research and learning, including for example the successful ITIF application developed by the Library and the Department of Language Studies for a “Languages a la Carte” web portal.
- Develop strategy to support the management and curation of research data at UTM.
• Identify measures of value and implement methods to capture value of Library research support initiatives.

**Strategic Priority: Integrating Resources**

**Vision:** To collaborate with academic departments and programs on the acquisition, curation, preservation, access, and integration of information resources for the enhancement of the curriculum, fulfillment of course learning outcomes and the enrichment of research.

In collaboration with our many partners across the campuses and across the province, we seek to improve resource acquisition, curation and access. New technologies can help us to close the gap between critical materials and the scholars who need them, and we aim to evaluate and implement the best of these. As we manage our print collection, we will shepherd our increasingly digital materials into the spaces where they are needed. We are committed to building an indispensable collection that addresses the needs of our community even as it shifts and changes. Leveraging our unique position in the University, we will develop unique, digital collections for present and future scholars to explore.

**Goal 9:** *Develop rich and engaging collections to support UTM courses, programs and scholarship utilizing strong metrics and sound acquisition processes.*

- Assess Course Reserves’ services to ensure optimal support of curriculum, students and faculty and implement recommendations.
- Complete situation analysis for the acquisition, management and use of multi-media collections and implement recommendations.
- Determine opportunities and targeted subject areas for collaborative collection development with UT Libraries.
- Develop Library collections communications strategy to increase awareness of faculty and students of the wealth of available resources in support of learning and research.
- Determine the value indicators, including use statistics for selection and collection processes to ensure data driven collecting and resource management.
- Develop and assess collections that best support blended and online learning environments.

**Goal 10:** *Develop unique, rare and primarily digital special collections in support of teaching, research and learning.*

- Conduct situation analysis and determine opportunities and requirements to curate, preserve, and provide access to UTM-generated scholarship.
- Develop and implement plan for the UTM Archives based on the 2011 situation analysis.
- Develop digital collections including expansion of 3D special collections.
- Determine methods and strategy to identify unique print collections for digitization and improved digital access; implement digitization projects for unique collections at UTM.
Strategic Priority: The Team

Vision: To place learning as a central organizational asset and an essential capacity building process to achieve the UTM Library’s goals and aspirations.

We remain committed to flawless service to our community, to building capacity in our service models, and engaging our staff in the process.

Goal 11: Continuously build organizational capacity to enable delivery and creation of Library products and services that advance our vision of being indispensable to the research, teaching and learning mission of the university.

- Develop a culture that supports continuous assessment and improvement of Library services and products that demonstrate the added value and impact of all Library initiatives.
- Through the tri-campus collaborative partnership with CTSI, continue building teaching capacity and expertise focused on optimal learning experiences.
- To provide and enhance Professional Development activities associated with academic research for Library staff.