

FOR INFORMATION

PUBLIC

OPEN SESSION

TO: UTM Academic Affairs Committee

SPONSOR: Prof. William A Gough, Interim Vice-Principal Academic &
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PRESENTER: Dany Savard, Chief Librarian
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DATE: April 21, 2026 for April 28, 2026

AGENDA ITEM: 2

ITEM IDENTIFICATION:

UTM Library Strategic Plan: Update

JURISDICTIONAL INFORMATION:

Under section 5.7 of its Terms of Reference, the committee receives, annually from its assessors, reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, and recommendations for changes in policies, plans or priorities that would address such issues.

GOVERNANCE PATH:

1. UTM Academic Affairs Committee [For Information] (April 28, 2026)

PREVIOUS ACTION TAKEN:

None.

HIGHLIGHTS:

This plan was developed over 10 months in 2025 and is grounded in the ideas of all UTM librarians and library staff, who participated in working groups, shared insights in writing and meetings, and offered feedback to strengthen early drafts. It also draws on comments from many other faculty and staff; on recommendations from UTML's 2023-24 external review; and on priorities set across the U of T tri-campus library system. Throughout these conversations, one theme surfaced repeatedly: the University of Toronto Mississauga Library is at the heart of campus life and academic experience. Accordingly, the library's vision aligns strongly with campus-wide goals, including the six priorities and core values of UTM's strategic framework.

FINANCIAL IMPLICATIONS:

There are no net implications for the campus operating budget.

RECOMMENDATION:

For Information

DOCUMENTATION PROVIDED:

2026-2030 Strategic Plan: UTM Library (Report)

UTM Library Strategic Plan 2026-2030: Outlining future goals and initiatives for growth (Slides)

UTM Library 2026 Strategic Plan 2030



Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Mission

The University of Toronto Mississauga Library (UTML) provides proactive guidance, innovative academic instruction, and seamless access to information to inspire achievement in teaching, learning, and research. Through its services, spaces, technology, and collections, the UTM Library promotes curiosity, creativity, and collaboration—unlocking new ways to discover, engage with, and activate knowledge.

Vision

The University of Toronto Mississauga Library will be a catalyst for student success, research and teaching excellence, and intellectual freedom—advancing UTM’s strategic priorities and tri-campus projects through innovative learning spaces, distinctive special collections, and transformative academic support.

Values

Innovation and Dynamism

Resiliency - We strive towards excellence, even when faced with challenges, by being goal-oriented, adaptable, and creative.

Readiness - We are ready to meet the evolving needs of our students and faculty by fostering confidence in the learning journey and by remaining flexible in our approach.

Community and Partnership

Stewardship - We steward access to the knowledge of yesterday, today and tomorrow by partnering with our community.

Indigenization - We foster a culture of truth, reciprocity, and openness by pursuing the calls to action of Wecheehetowin, alongside other Indigenous initiatives, and strengthening relationships with the many Indigenous people from across Turtle Island.

Sustainability

Sustainability - We build trust through our commitment to [UTM's Sustainability Strategic Plan](#) and a sense of responsibility towards the future.

Equity and Inclusion

Equity - We support UTM's diverse community equitably by embedding accessibility, cultural responsiveness, and inclusive engagement into our programs, resources, and services.

Anti-Oppression - We recognize that anti-oppression work is ongoing. We commit to self-reflection, collective reflection, and taking tangible actions that support meaningful change and epistemic justice.

Introduction

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Throughout these conversations, one theme surfaced repeatedly: the University of Toronto Mississauga Library is at the heart of campus life and academic experience. Accordingly, the library's vision aligns strongly with campus-wide goals, including the six priorities and core values of UTM's strategic framework. Those priorities are listed below, alongside one representative campus-wide goal that, through this plan, the library is particularly well positioned to support.

UTM Strategic Framework

Foster Student Success

E.g., increase rates of student retention and graduation, with supports focused on key academic transitions.

Empower Research Discovery and Impact

E.g., grow tri-council market share, including by facilitating ambitious research collaborations across academic disciplines.

Encourage Collaboration and Belonging

E.g., connect diverse teams to share diverse expertise across UTM and U of T.

Embrace Our Place

E.g., support community-engaged learning, research, and service in the City of Mississauga and Peel Region.

Build Efficient and Sustainable Operations

E.g., integrate recommendations from U of T's artificial intelligence task force into campus plans and practice.

Truth, Openness, and Reciprocity

E.g., answer the 34 calls to action of Wecheehetowin, as grounded in our reciprocal relationships on Treaty 13A territory of the Mississaugas of the Credit First Nation.

This strategic plan will inform an operational model for the library that advances these campus-wide priorities; it also makes room for new library-specific contributions beyond them. For that purpose, this plan sets six strategic directions, each of which has at least one specific goal, along with several intended outcomes. Over 2026-2030, these goals will shape annual workplans via specific, time-bound initiatives. Through ongoing collaborations with campus partners, meaningful goal metrics will be set and monitored so that annual progress can be reported on each year during the relevant governance cycle.

The University of Toronto Mississauga Library strategic directions and goals are as follows:

Strategic Directions

1 Inspire students to flourish through spaces and services that prioritize academic attainment, career readiness, and wellbeing.

Goal A

Expand library-based co-curricular opportunities and embedded program-specific student experiences that facilitate deep learning.

This will:

- (1) Advance the library's leadership in the teaching of critical information literacies.
- (2) Enhance research capacities and community belonging through scaffolded workshops and events.
- (3) Promote and advance experiential learning programs within the library.
- (4) Foster the development of coding, data literacy, and analytics skills by providing access to unique integrative learning opportunities.





Goal B

In collaboration with the Institute for the Study of University Pedagogy and the Robert Gillespie Academic Skills Centre, create a UTML service framework and teaching program for engagement with artificial intelligence that meets changing research and learning needs of UTM students.

This will:

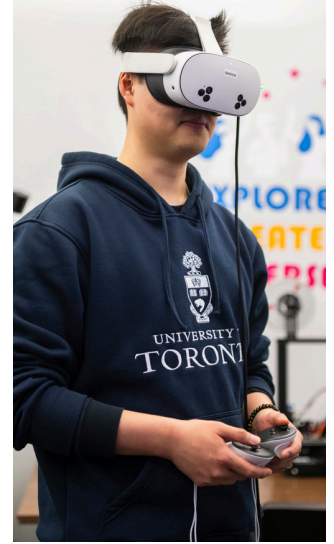
- (1) Support students' critical and ethical engagement with AI tools.
- (2) Complement and advance parallel AI literacy initiatives at UTM and U of T.
- (3) Encourage experimentation and skills development.

Goal C

Ensure UTML's physical and digital spaces are accessible, innovative, and responsive to the UTM community.

This will:

- (1) Help nurture an environment that advances creativity, experimentation, and students' sense of belonging.
- (2) Inspire students to explore and develop new skills and competencies in partnership with UTML librarians and staff.
- (3) Encourage new approaches to active collaboration with other student-facing service points at UTM, including the Student Services Hub.
- (4) Help UTM achieve the U of T Calls to Action of Wecheehetowin through its commitments to Indigenization.



2 Accelerate learning, research, and knowledge sharing through digital innovation.

Goal A

Enable UTM academic units' use of the library's technology-enhanced spaces to expand and encourage experimentation.

This will:

- (1) Support UTM instructors with the integration of the Technology Centre, Digital Exploration Lab (DEL), the Outer Circle Recording Studio (OCRS), and the Finance Learning Centre (FLC) as part of their teaching goals.
- (2) Promote collaboration between librarians, staff, and faculty to leverage technology in the DEL, OCRS, and FLC to advance research.
- (3) Encourage exploratory learning and discovery by providing students with equitable access to new and emerging technologies through a collaborative technology lending program.
- (4) Help the UTM community understand the benefits and risks of using new and emerging technologies in their academic work, careers, and beyond.



Goal B

Collaborate with UTM and U of T partners to develop and implement digital innovation projects that strengthen commitments to information security and digital trust.

This will:

- (1) Support maximum utility and efficiency in the use of UTM's institutional learning management system.
- (2) Encourage collaboration with library patrons and campus partners to promote a culture of digital security and privacy.
- (3) Balance the affordances of AI tools with ethical considerations for online learning.
- (4) Help surface the unique digital scholarship expertise of UTML librarians.

3 Integrate UTM Library special collections and archives into curricula and research partnerships.



Goal A

Establish UTM-based and tri-campus solutions to expand access to, and preserve, archival and special collections entrusted to the UTM Library.

This will:

- (1) Secure support for faculty, students, community stakeholders, and visiting researchers with an interest in UTML-held special collections.
- (2) Support curriculum development and focused research opportunities, including in Game Studies and South Asian Studies.
- (3) Ensure the library acts on a commitment to preserve and share the history of the land on which the campus resides.
- (4) Contribute to UTM's efforts to elevate the twenty-first century global arts and humanities through library-managed storage and preservation infrastructure that protects major investments made by the campus in special collections.

4 Engrain the principles of equity, diversity, inclusion, and belonging in all that we do.

Goal A

Expand and invest in initiatives and processes that advance our commitment to equity, diversity, inclusion, and belonging.

This will:

- (1) Introduce high impact improvements to the physical and digital library experience to better address the accessibility needs of our community.
- (2) Expand access to all teaching and learning programs offered by the library.
- (3) Help amplify, integrate, and celebrate the UTM community's diverse cultures and voices through library collections, workshops, and partnerships.
- (4) Support the removal of systemic barriers that prevent access to and engagement with library programs and services.

Goal B

Embed Indigenizing initiatives within UTML's work and ensure that Indigenous peoples' voices, histories, and ways of knowing are represented in library programs and spaces.

This will:

- (1) Support the creation of learning objects that enhance land-based learning at UTM.
- (2) Prioritize place-based Indigenous library programming that helps achieve the U of T Calls to Action of Wecheehetowin.



5 Build an adaptive culture that balances change and sustainable ways of working.

Goal A

Invest in UTML staff and librarians in ways that bring teams together and strengthen the potential for a future-ready library system at the University of Toronto.

This will:

- (1) Support increased staff and librarian engagement in the strategic and time-sensitive work of the UTM Library and the University.
- (2) Enhance professional growth and development opportunities for staff and librarians.



6 Strengthen and develop library partnerships that leverage UTM's place in Peel Region and the University of Toronto tri-campus system.

Goal A

Leverage UTML's resources, technology, and expertise to pursue collaborations with Peel Region partners that strengthen UTM's commitment to community engagement.

This will:

- (1) Broaden library support for community-driven research projects, industry partnerships, and capacity building initiatives.
- (2) Support the development of local history initiatives with heritage organizations and the celebration of historical milestones for the UTM campus.
- (3) Build and grow partnerships with local vendors in Peel Region to diversify library collections, in alignment with UTL collection efforts.

Goal B

Establish efficient ways of working that prioritize knowledge sharing and systems integration to improve communication and collaboration within UTML and tri-campus teams.

This will:

(1) Contribute to tri-campus work in collections management, digital scholarship, and faculty research support to champion UTML expertise, focus on fiscal responsibility, and reduce administrative complexity.

Acknowledgements

This strategic plan was authored by the following members of the UTM Library Strategic Plan Working Group: Nga Foster, Christopher Long, Catherine MacGregor, Andrew Nicholson, Dany Savard (Chair), Kathleen Scheaffer, Mike Serafin, and Dorota Swieton. The Office of the Chief Librarian at UTM wishes to thank all librarians, staff, and faculty who helped create and provide feedback on this strategic planning document. We are especially grateful to Jeff Espie and Donna Liu for all the expertise and support they provided throughout the strategic planning process.



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