

# UTM Library Strategic Plan 2026-2030: Outlining future goals and initiatives for growth

Academic Affairs Committee

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UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

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# Strategic Plan Overview

# Mission and Vision

## Mission Focus

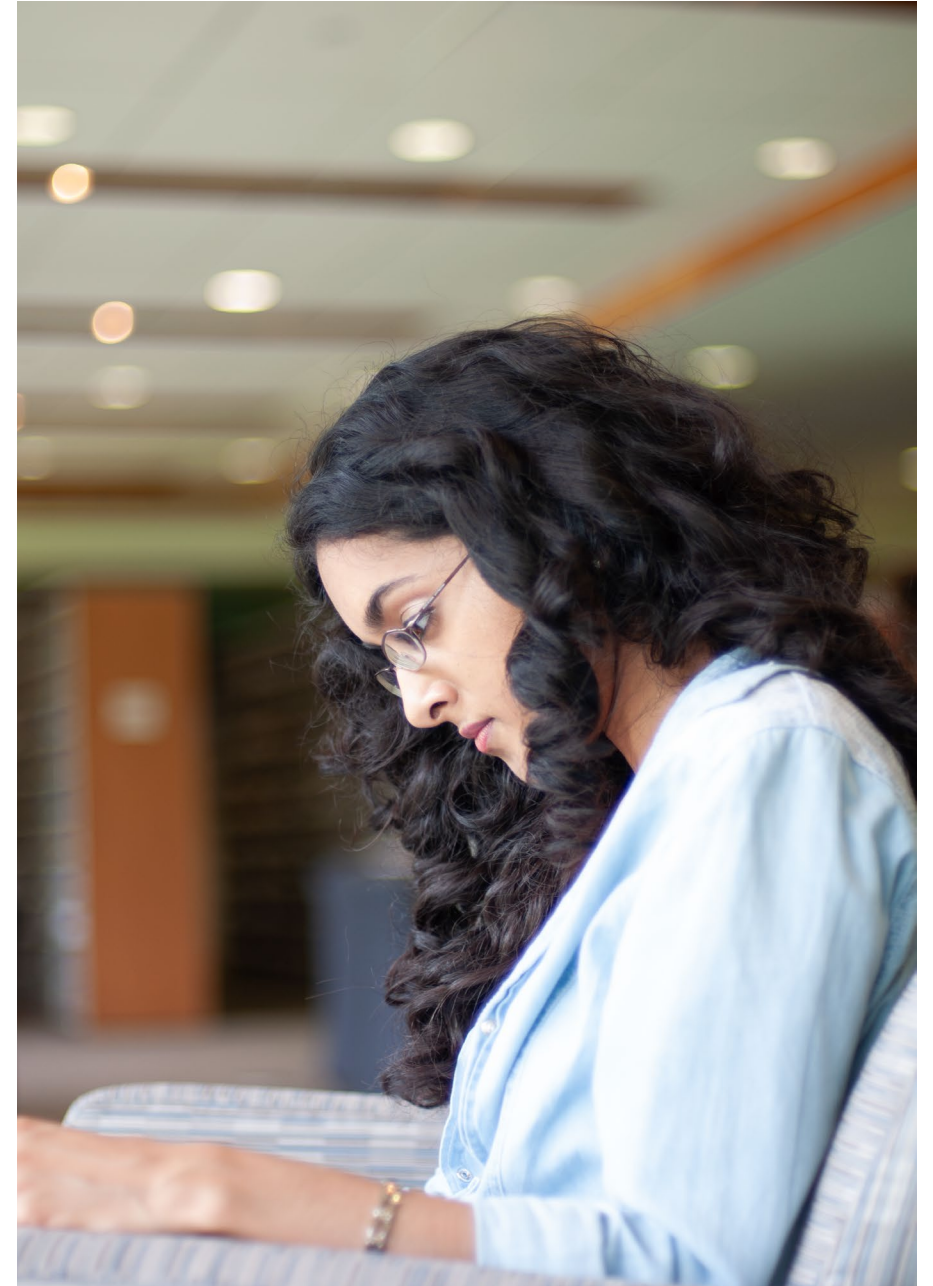
The mission emphasizes proactive guidance, innovative instruction, and seamless information access to support learning and research.

## Vision for Excellence

The vision positions the library as a catalyst for student success, research excellence, and intellectual freedom.

## Balanced Identity

The library will continue to balance academic values and priorities with innovation, distinctive collections, and transformative support.



# Core Values



## Innovation and Dynamism

Resiliency  
Readiness



## Community and Partnership

Stewardship  
Indigenization



## Sustainability

UTM's Sustainability  
Strategic Plan



## Equity and Inclusion

Equity  
Anti-Oppression



# Strategic Directions 1 & 2: Student Flourishing and Digital Innovation



## **Spaces and services that prioritize academic attainment, career readiness, and wellbeing.**

- The library leads in the teaching of critical information literacies.
- The library promotes and advances experiential learning opportunities
- The library fosters belonging and supports students through key academic transitions.



## **Accelerate learning, research, and knowledge sharing through digital innovation.**

- The library focuses on accelerating learning, research, and creativity through accessible, tech-enhanced physical and digital spaces.
- The library promotes the ethical, effective, and critical use of AI in partnership with campus partners to support academic success.
- The library balances innovation with commitments to privacy, security, and equity to enhance academic integrity and digital trust.

# Strategic Direction 3: Special Collections and Archives



## Improve Access

Secure support for faculty, students, community stakeholders, and visiting researchers with an interest in UTML-held special collections.



## Improve Infrastructure

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.



## Enhance Collection Strengths

Support curriculum development and focused research opportunities, including in Game Studies and South Asian Studies.

# Strategic Directions 4 and 5: Equity, Indigenization, and Adaptive Culture

## Commitment to Equity and Inclusion

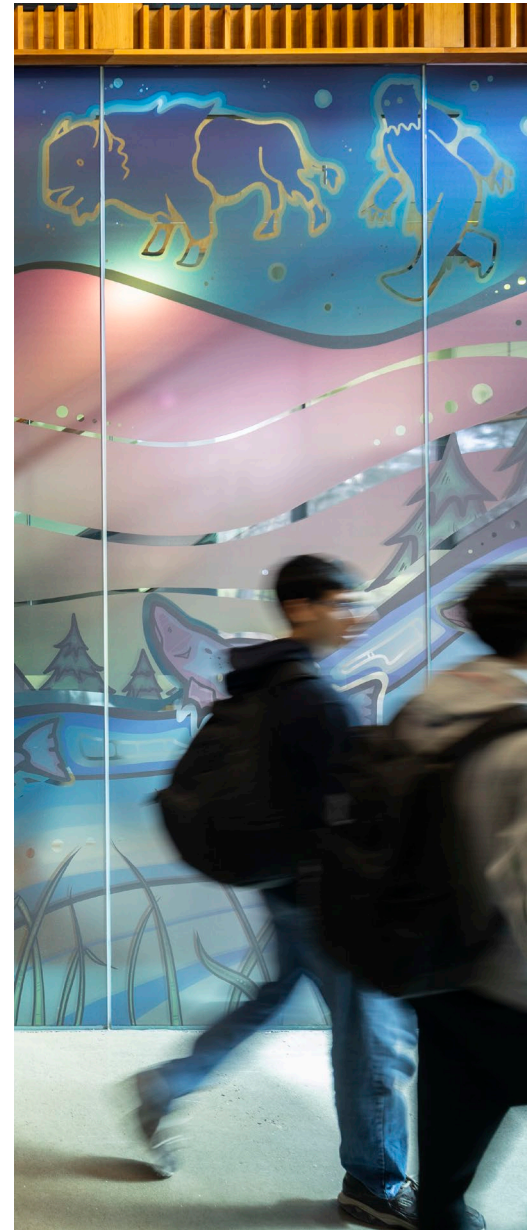
Focuses on removing systemic barriers and enhancing accessibility in physical and digital spaces. Amplifies diverse voices through inclusive collections and programming.

## Embedding Indigenizing Initiatives

Supports land-based learning and integrates Indigenous perspectives to enrich community engagement and cultural understanding.

## Foundations for Strategic Goals

Culture, people, and equity serve as essential enablers for achieving all other strategic directions and community service excellence.



# Strategic Directions 6: Partnerships

## Commitment and Heritage Collaboration

Partnerships with community and heritage organizations support engaged research and learning initiatives.

## Tri-Campus Cooperation

Tri-campus partnerships enhance collections management, digital scholarship, and research support services.

## Engagement and Capacity Building

Library acts as a connector, strengthening local history initiatives and regional capacity building efforts.



# Moving Forward: Implementation and Accountability

## Guided Annual Workplans

Strategic plan guides annual workplans with specific, time-bound initiatives for 2026-2030.

## Progress Tracking and Metrics

Meaningful metrics are developed with partners to track progress and report outcomes.

## Transparency and Continuous Improvement

Emphasizes transparency and continuous improvement through regular monitoring and communication.

## Responsive and Living Document

The plan remains flexible and responsive to change while providing clear direction.

## UTM Library Strategic Plan Working Group Members:

- Nga Foster
- Christopher Long
- Catherine MacGregor
- Andrew Nicholson
- Dany Savard (Chair)
- Kathleen Scheaffer
- Mike Serafin
- Dorota Swieton