

TMU Libraries Strategic Plan

2025-2030



Toronto is in the “Dish with One Spoon Territory.”

As we embark on the Libraries’ 2025–2030 Strategic Plan, we begin by acknowledging the land on which we are situated.

TMU’s campuses in Toronto and Brampton operate on the Treaty Lands of the Mississaugas of the Credit. These lands have been part of the traditional territories of the Anishinaabe, Huron-Wendat and Haudenosaunee. They are now home to many Inuit, Métis and First Nations Peoples from across Turtle Island. We honour and uphold the Dish With One Spoon Treaty, we commit to valuing the Two Row Wampum and we vow to treat the land and people of our community with understanding built on mutual respect.

Truth & Reconciliation is a commitment woven through all four pillars as a prominent reminder to keep our focus on how all of what we do in the Libraries can grow in a good way. We are dedicated to furthering meaningful engagement and partnerships with Indigenous communities, ensuring our path forward is built on reciprocity, respect and responsibility.

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Message from the Dean of Libraries

We are very excited to share the TMU Libraries' Strategic Plan for 2025-2030. This document is a collective vision for the future, one that aligns directly with the University's new Academic Plan, and affirms our mission: The TMU Libraries is an engine of inquiry, empowering discovery, learning, and research at TMU.

This plan is built on a strong foundation. The TMU Libraries, established in 1948, celebrated 50 years since the main Library building opened its doors in 1974. The Libraries continue to evolve and grow with the institution. We are no longer a single facility; we have matured into a system that now includes the Law Library (2020) and the new Bikram S. Dhillon and Family Medical Library (2025) in Brampton. The Libraries provide a rich array of services, resources, and expertise that support the teaching, learning, and research missions of the University. The TMU Libraries also include the Archives & Special Collections, Collaboratory, Isaac Olowolafe Jr. Digital Media Experience Lab, Immersion Studio, GIS, Map & Data Centre, and Material ConneXion.

The plan is organized around four strategic pillars: Student Success, SRC Excellence, People & Community, and Future Readiness. Across these pillars, we commit to fostering a vibrant, interconnected ecosystem for discovery at TMU. I invite you to explore its details and join us in bringing this vision to life.

Background on the Planning Process

The TMU Libraries Strategic Plan was developed through broad engagement over the course of the fall and winter 2024-25. The Library convened a Strategic Priorities Working Group to facilitate the process. Library staff were engaged in internal and external environmental scanning, consulted on drafts, and feedback was incorporated.

The Libraries’ plan was developed in response to the University’s new Academic Plan and shares strategic pillars: Student Success, SRC Excellence, People and Community. Truth and Reconciliation and Equity, Diversity & Inclusion, rather than being standalone pillars, are commitments that are woven across all four pillars. The plan was also informed by a service quality survey (Insync) run in the fall of 2024 which provided insights from library users.

The four pillars below each contain 3-5 objectives – 18 in total – followed by examples of initiatives under each objective.

Strategic Priorities Working Group Members: Melissa Helwig, Lei Jin, Kelly Kimberley, James Loney, Sonya Panangaden, Mark Robertson, Nazia Sheikh and Dana Thomas.



Mission, Vision & Values

Mission

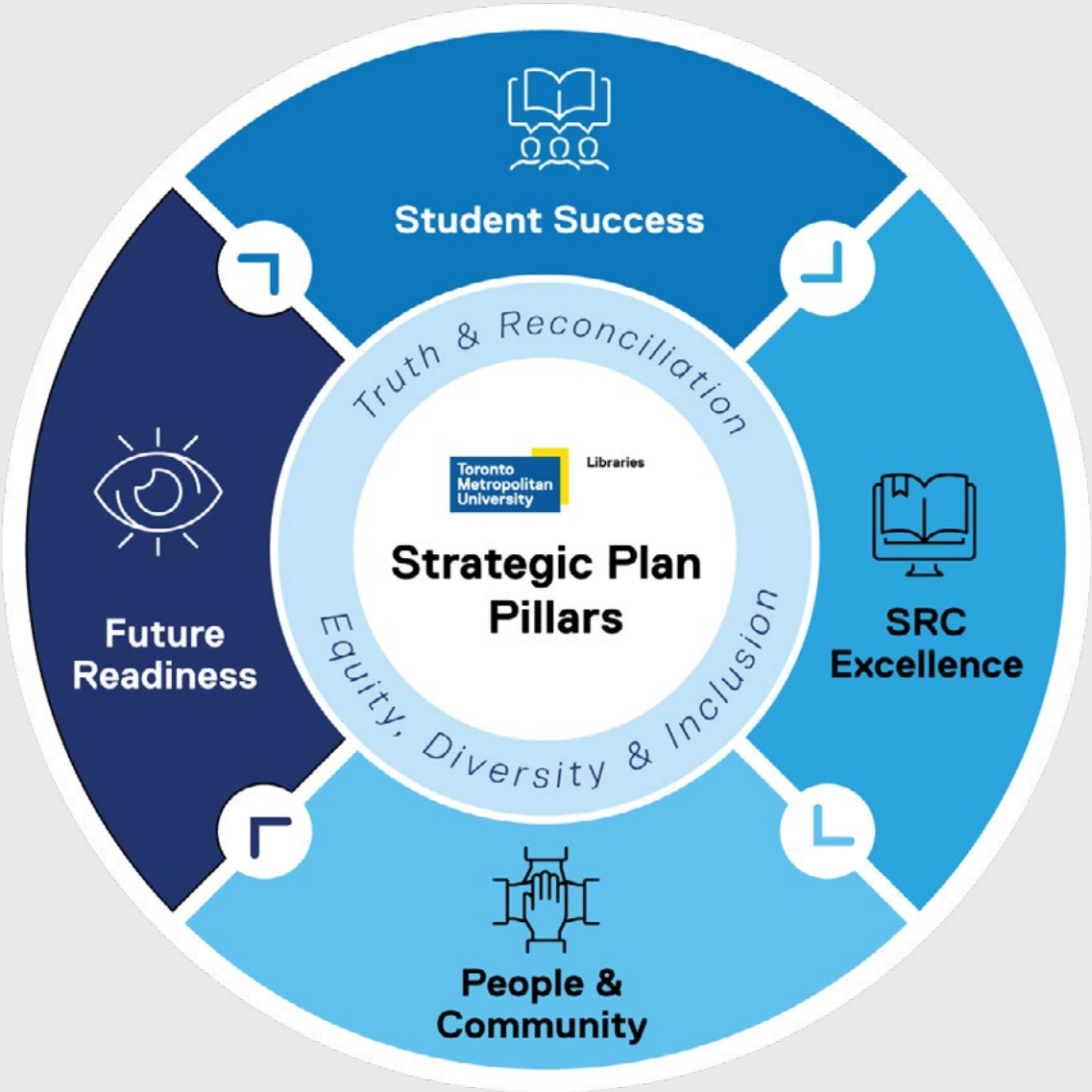
The TMU Libraries is an engine of inquiry, empowering discovery, learning, and research at TMU. We provide equitable access to knowledge, technology, learning environments, and trusted expertise.

Vision

The Libraries foster a vibrant, interconnected ecosystem where people and communities forge connections that ignite discovery and propel academic aspirations.

Values

- Equity, Diversity & Inclusion
- Access
- Accessibility
- Excellence
- Boldness
- Sustainability
- Wellbeing
- Intellectual Freedom





Student Success

Pillar no. 1

Student Success

TMU Libraries will enhance and improve the student experience of physical and virtual library resources and services through new and renovated learning environments, focusing on library resource usability, seamless content discovery, expanded and better access for diverse learners, and affordable, accessible course materials.

Objective 1A

Develop purpose-built spaces to support student learning and success

- Create robust research and learning opportunities for the School of Medicine through the new Bikram S. Dhillon & Family Medical Library.
- Refresh the Ronald D. Besse Information & Learning Commons to enrich the student experience through a more varied functional program and improved layout and furniture.
- Transform the TMU Library’s third floor into a research-intensive hub that accelerates interdisciplinary collaboration and fosters scholarly innovation.
- Develop new and enhanced silent, quiet and group study to respond to students’ demand for focused learning environments.

Objective 1B

Deploy technologies to improve usability and content discovery

- Promote discovery of content by employing user experience methodologies to improve discovery interfaces.
- Explore the use of AI tools in search and discovery interfaces, balancing risk, ethical considerations, and improved functionality and features.
- Design and implement a new Library web portal that provides an intuitive, and accessible interface for the Library’s resources, services, and expertise.

Objective 1C

Improve resources and spaces to support diverse learners

- Continue to provide support for alternate formats to students and instructors.
- Enhance access to alternate formats using technology such as artificial intelligence through participation in provincial library consortium initiatives.
- Work to develop new kinds of spaces to meet the needs of diverse learners (e.g. low sensory environments, family friendly study spaces).
- Consistently apply Universal Design for Learning principles in Library spaces and services.

Objective 1D

Expand access & affordability for course learning materials to improve learning outcomes

- Explore expansion of Open Education Resources (OERs) through campus partnerships.
- Assess Library course readings service infrastructure with a goal of improving integration of learning materials into the curriculum.
- Promote and expand adoption of course reserves services to improve consistency of experience for student access to course readings.





Pillar no. 2 SRC Excellence

TMU Libraries will be an essential partner in all of the scholarly, research, and creative activities (SRC) across campus. Library expertise and resources fuel discovery, advance knowledge and promote research excellence.

Objective 2A

Advance open scholarship

- Implement the University's Research Data Management (RDM) strategy and promote RDM best practices to researchers.
- Implement Scholaris, a new Canadian national institutional repository service, in order to advance open access infrastructure at TMU.
- Proactively support and guide researchers and the institution in achieving compliance with the evolving Open Access policies of granting agencies, with an emphasis on the Tri-Agency mandates.
- Advance scholarly communication by promoting the Library's open access journal hosting service (Open Journal Systems).

Objective 2B

Enhance research support services to accelerate SRC

- Create a new Library department to consolidate the Library's SRC-related expertise and services.
- Promote Library expertise in new and evolving areas of SRC (e.g. AI, RDM, support for drone technology).

Objective 2C

Promote research excellence through impact assessment leadership

- Develop and deploy customized research impact templates to enable benchmarking of SRC impact indicators for faculties, schools, and departments.
- Facilitate the adoption and integration of ORCID IDs (and other persistent identifiers) to empower researchers in managing their scholarly profiles and to enhance institutional research visibility.

Objective 2D

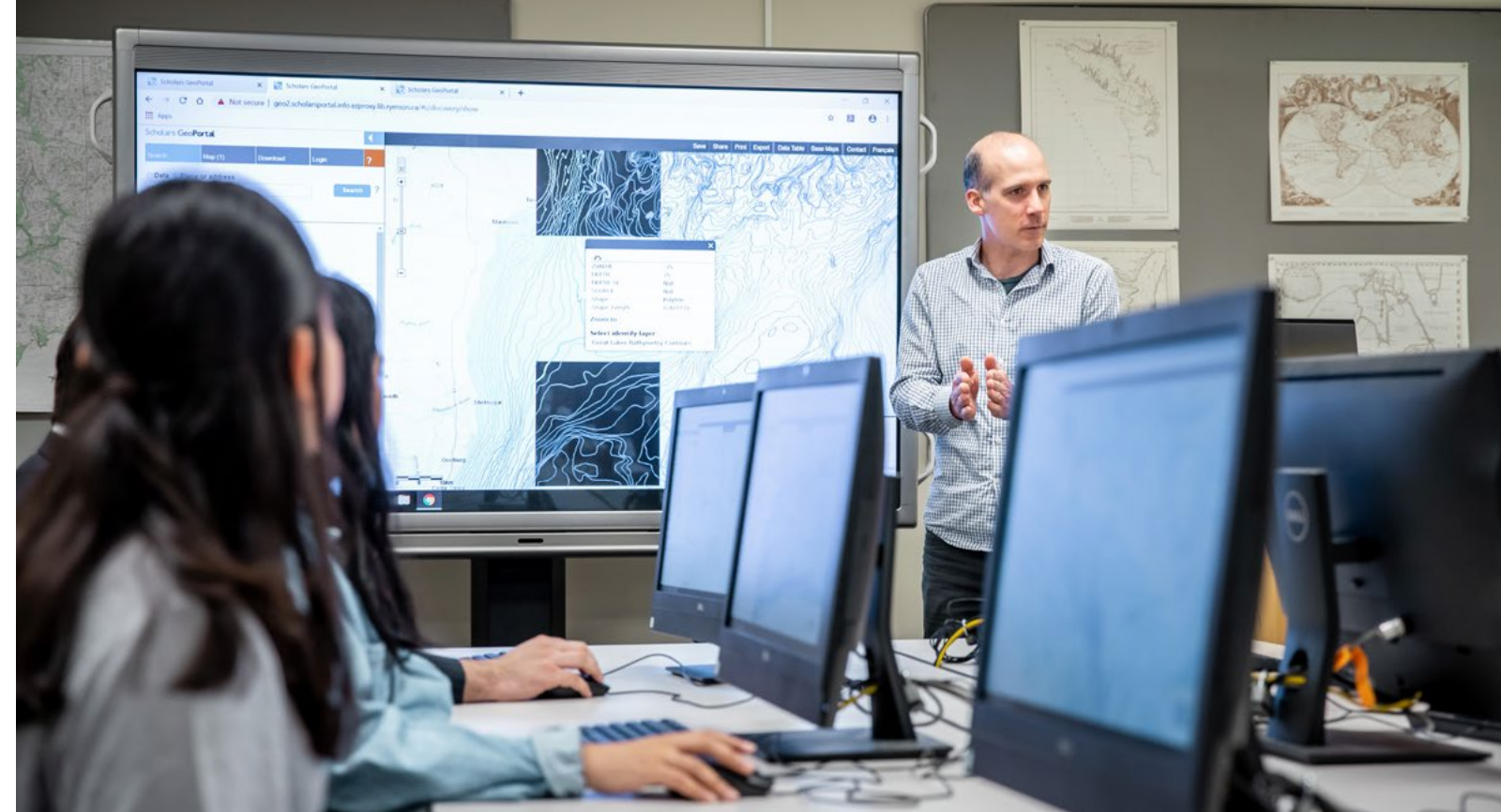
Transform access to expanded collections in Ontario and beyond

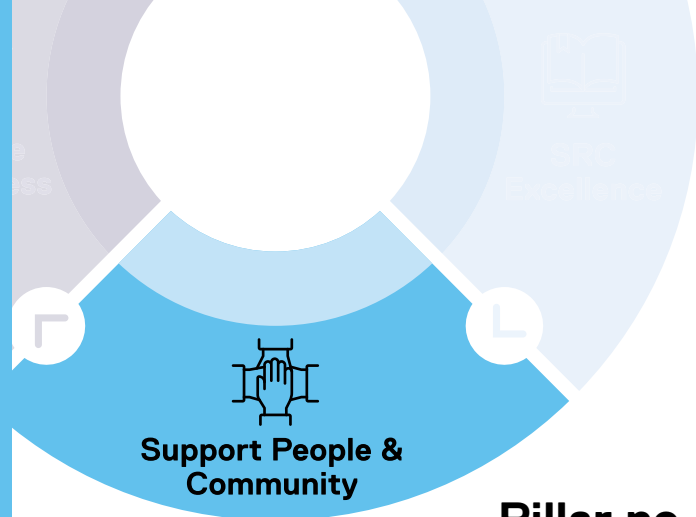
- Explore collaborative collections frameworks with provincial and national partners with the goal of expanding access to world-class shared scholarly resources while achieving cost efficiencies.
- Enhance the user experience and streamline access to the collective OCUL collection by participating in the continued development of the Omni platform.
- Explore and assess alternative document delivery systems to optimize timely access to digital content.

Objective 2E

Build capacity for the stewardship of unique materials

- Develop and formalize a clear collections and donation mandate for Archives and Special Collections to ensure the strategic growth and long-term stewardship of the university's historical record and special collections.
- Make Indigenous knowledge more visible and accessible through partnership and culturally appropriate stewardship.
- Continue to develop a digital preservation framework to ensure the long-term integrity, accessibility, and discoverability of the Library's unique digital collections and institutional records.





Pillar no. 3

People & Community

The TMU Libraries are committed to the academic, health, and well-being needs of all individuals and communities. We will cultivate an inclusive and supportive environment within our online and physical spaces, and we will build, support and empower communities by investing in people, and strengthening engagement.

Objective 3A

Expand capacity through achievement in Library advancement and development

- Cultivate a community of advocates among alumni, faculty, and supporters to champion the Library's role as a central hub for teaching, learning, and research, and expand opportunities for new resource development.
- Focus on development priorities such as the Digital Research Commons, Besse Learning Commons refresh, special collections (esp. Steidl collection), student study spaces, student research awards, the Library Gateway Project.

Objective 3B

Promote inclusion and belonging by integrating diverse perspectives & dismantling systemic barriers

- Identify opportunities for new events with themes highlighting EDI (e.g. Black History Wikipedia Edit-a-thon).
- Enhance the diversity of the Libraries' collections to better represent marginalized voices, a wider array of perspectives, and the diverse academic and cultural interests of our community.
- Address harmful bibliographic metadata in library catalogues and systems.

Objective 3C

Strengthen engagement with Truth & Reconciliation through partnership and community engagement

- Collaborate on Indigenous placemaking on campus helping bring visibility to Indigenous culture.
- Partner with Indigenous community members on the promotion of Indigenous approaches to knowledge.
- Improve visibility and access to the Library's collection of wampum belts, by creating a new display in a prominent location in the Library.
- Increase opportunities for engagement in Truth & Reconciliation activities for employees of the Libraries.

Objective 3D

Invest in staff growth, development and wellness through continuous learning and community building

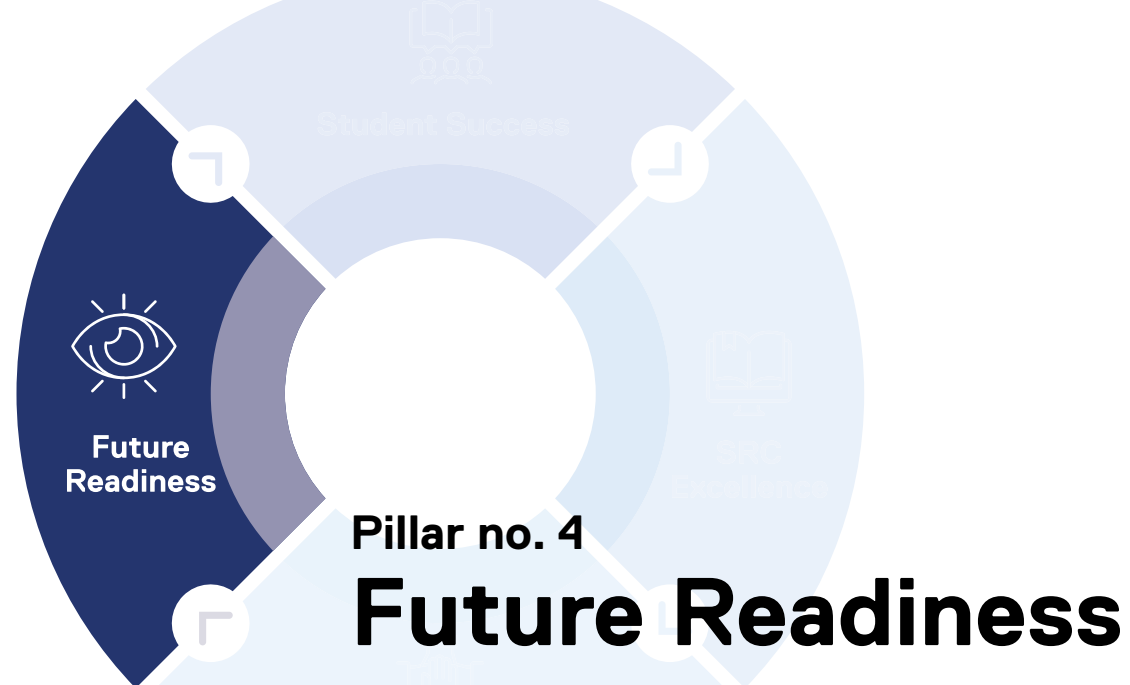
- Cultivate internal communication channels in the Libraries to increase staff engagement, align departmental priorities, and reinforce the Libraries' shared vision and values.
- Create new opportunities for staff engagement and community building.
- Refine mentorship and onboarding programs for new and early career employees.
- Foster a culture of continuous learning and innovation by investing in professional development opportunities.

Objective 3E

Deepen the Libraries' engagement with campus community and beyond

- Enhance the Library's visibility and reputation among prospective and new students by actively engaging in key open houses and orientation events.
- Develop and disseminate an annual impact report to showcase the Library's central role in research and student success.
- Share the Library's impact and strategic value through compelling storytelling on social media.
- Advance a transformational vision of a ground level Library gateway at the corner of Gould and Victoria to reshape the Library's physical presence, accessibility, and engagement with the campus.
- Continue to cultivate innovative partnerships in the cultural and heritage sector.





TMU Libraries will empower students for career success by providing access to cutting-edge tools and emerging technologies for applied learning delivering the foundational knowledge and research expertise students need to become forward-thinking leaders. The Libraries also promote a culture of innovation and engage proactively in the changing information and environmental landscape.

Objective 4A

Leverage the Libraries' expertise and resources to support entrepreneurship and innovation

- Collaborate with Zone Learning to promote entrepreneurship and innovation, bringing expertise and resources together to serve a diverse student and entrepreneurship community.
- Support the exploration of emerging technologies through the Digital Media Experience (DME), the Collaboratory, and the Immersion Studio.
- Foster Indigenous entrepreneurship with accessible resources, expertise, and collaborative opportunities.

Objective 4B

Ensure that Library instructional and liaison activities are aligned with evolving learner needs and address new developments in the information landscape

- Focus on transferable skills Library teaching design to prepare the next generation of lifelong learners and future professionals.
- Develop a comprehensive literacy framework for the use of artificial intelligence in the information lifecycle that addresses ethical and responsible use.
- Review the Libraries' experiential learning offerings with the intention of enriching the student learning experience.
- Identify opportunities to leverage emerging technologies to improve Library research help, class-based instruction, and other teaching and learning activities.
- Enrich the Libraries' badging program by exploring additional offerings to meet increased student demand.

Objective 4C

Harness the Libraries as a proactive partner in shaping campus AI directions

- Provide leadership in the campus development of an AI framework.
- Investigate AI technologies and services where appropriate.
- Provide resources and expertise on responsible use of AI.

Objective 4D

Promote environmental, social and economic sustainability

- Identify clear commitments to advancing UN Sustainable Development Goals (SDGs) based on the Libraries' areas of strength and expertise.





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Inquire. Explore. Discover.