

# New Horizons for the Digital Age

York University Libraries'  
2012-2015 Strategic Plan



redefine THE POSSIBLE.



# New Horizons for the Digital Age

This Strategic Plan, *New Horizons for the Digital Age*, describes York University Libraries' key strategic priorities over the course of 2012-2015 and focusses on specific transformational areas for change and growth. It reflects the Libraries' leadership roles and contributions to the institution.

The plan addresses five main themes: greater integration into the teaching and learning goals and activities of the University; the creation of quality learning environments, both physical and virtual; the stewardship and curation of rich research assets; the advancement of York's research culture and reputation; and the continued development of the people who make up our Libraries.

## Our Vision

York University Libraries is an innovative and diverse learning organization, one that is central to the York University community and one in which dynamic intellectual exchange is fostered and welcomed.

# OUR DIGITAL CULTURE: Leading Change and Innovation

Institutions of higher learning operate in increasingly digital environments. Teaching, learning, and research activities are profoundly affected by technological innovation. Research libraries evolve accordingly; our Libraries will provide leadership within our communities in response to emerging forms of digital culture. York University Libraries' 2012-2015 Strategic Plan: *New Horizons for the Digital Age* reflects the importance of these emergent trends; digital culture is deeply embedded in each of the Plan's five themes:

Theme I: Foster Student Success through Teaching and Learning

Theme II: Enrich Learning Environments

Theme III: Steward York's Research Assets

Theme IV: Advance York's Research Culture and Reputation

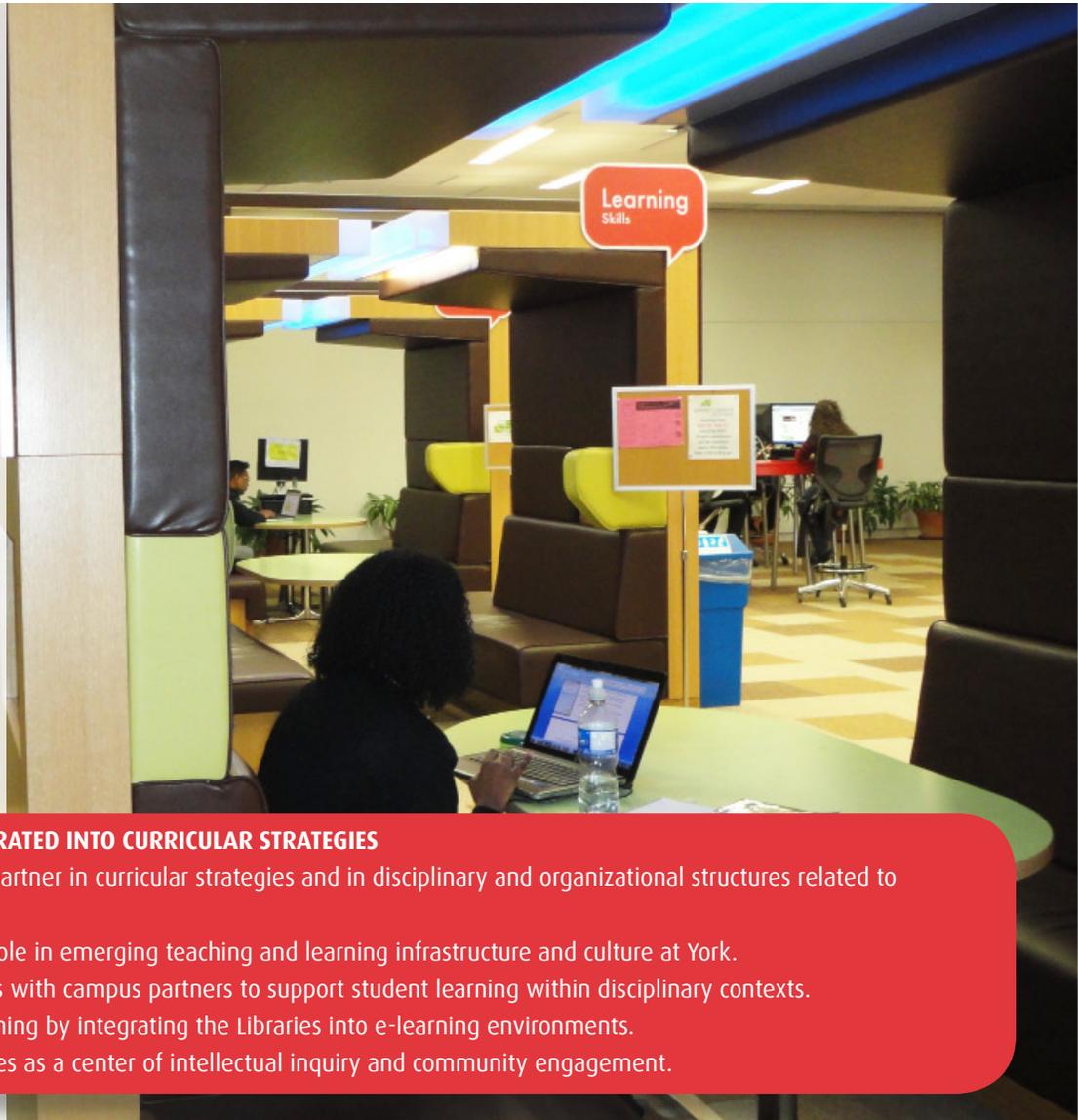
Theme V: Cultivate People Who are the Learning Organization

This Plan is a blueprint that envisions the Libraries continuing to lead and foster change and innovation at York. It is informed by four fundamental principles:

- The Libraries will take full advantage of developments in information technology
- The Libraries will provide state-of-the-art resources for students
- The Libraries will lead in select areas of online academic librarianship
- The Libraries will promote a culture of open access and open digital environments

## Theme I: Foster Student Success through Teaching and Learning

Our teaching roles have maximum impact when integrated into the curriculum and into disciplinary contexts. This requires that the Libraries engage with program curriculum, collaborate with faculty, and partner with key allies in the area of learning and teaching. We need to expand our roles as teachers of research skills and embrace broader roles as champions of academic literacies, understood holistically from the standpoint of student learning and development. This requires that we build more partnerships in the teaching and learning infrastructure at York and position the Libraries as a leader in learning at York.



### GOAL A: THE LIBRARIES WILL BE INTEGRATED INTO CURRICULAR STRATEGIES

The Libraries will be a fully integrated partner in curricular strategies and in disciplinary and organizational structures related to teaching and learning at York.

Strategy 1: Take a leadership role in emerging teaching and learning infrastructure and culture at York.

Strategy 2: Build collaborations with campus partners to support student learning within disciplinary contexts.

Strategy 3: Enrich student learning by integrating the Libraries into e-learning environments.

Strategy 4: Position the Libraries as a center of intellectual inquiry and community engagement.

## Theme II: Enrich Learning Environments

The Libraries are a nexus for learning. The environments provided by libraries are a crucial part of a learning infrastructure in which communities of learners explore, discover, interact, engage, and assimilate knowledge and ideas. The need for York library learning spaces, both physical and virtual, continues to grow. It is imperative that York Libraries' spaces grow with the campus, both in terms of capacity (for students and research collections) and in terms of quality. Learning spaces also need to accommodate new kinds of learning and functionality.



### **GOAL A: STUDENTS WILL BE ENGAGED IN VIRTUAL ENVIRONMENTS**

Enriched online library environments will fully engage our communities of learners and researchers through the use of new and emerging technologies.

Strategy 5: Enrich and expand the Libraries' virtual presence to provide an engaging and interactive online experience.

### **GOAL B: THE LIBRARIES WILL PROVIDE SUFFICIENT QUALITY LIBRARY LEARNING ENVIRONMENTS**

Students at York will have sufficient quality library space for study, learning, and engagement. Library study spaces should be open, inclusive, and safe environments.

Strategy 6: Build excellent 21st century library learning spaces.

Strategy 7: Create dynamic community engagement spaces in our libraries.

## Theme III: Steward York's Research Assets

Research library collections are key assets for individual institutions and for the nation. York University Libraries is focusing on the active selection, storage, preservation, and sharing of its collections and is expanding its long-held mandate to preserve the record of knowledge to embrace digital forms as well as print. We will ensure that research outputs created by our faculty and students as well as our unique collections will be preserved for discovery, sharing, and re-use by future generations.



### GOAL A: YORK'S RESEARCH OUTPUT, CREATIVE WORKS, AND UNIQUE COLLECTIONS WILL BE OPENLY AVAILABLE TO THE WORLD

York University Libraries will strive to curate and preserve York's unique content.

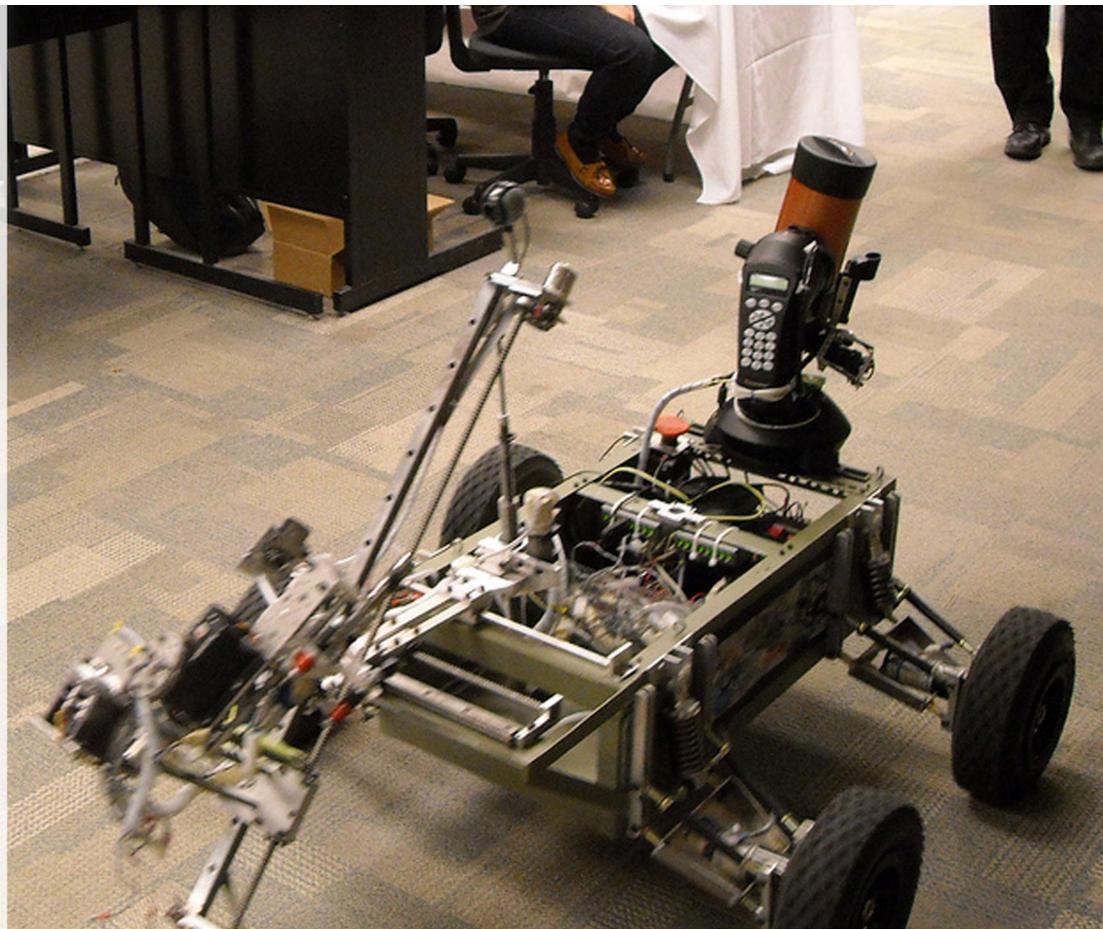
Strategy 8: Build and preserve archival holdings and special collections.

Strategy 9: Preserve and organize data/digital assets.

Strategy 10: Store and share York's research, scholarship, and creative works.

## Theme IV: Advance York's Research Culture and Reputation

Libraries and librarians are an integral element in the research equation. Librarians play a dual role with respect to research; we carry out our own practice-based research that advances librarianship and higher education and we provide support and infrastructure for evolving data driven research methodologies such as those seen in the emerging digital humanities.



### **GOAL A: YORK UNIVERSITY LIBRARIES WILL BE RECOGNIZED FOR CONTRIBUTIONS TO YORK'S RESEARCH CULTURE AND REPUTATION**

Librarians will collaborate with researchers and their external partners in order to enrich and disseminate York's research output.

Strategy 11: Advance research culture of librarians.

Strategy 12: Align library activities and resources more closely with York research.

## Theme V: Cultivate People Who are the Learning Organization

People throughout the organization will have fluency and comfort with new skill sets that are required for the 21st century library. These skills will help us affect important transformations:

- towards an increasingly digital environment
- towards greater integration in research and curriculum
- towards more collaborative engagements

### **GOAL A: PEOPLE WILL HAVE FLUENCY WITH NEW 21ST CENTURY SKILL SETS**

Equipping staff with new skills will help position the Libraries to embrace change.

Strategy 13: Build competencies in new modes of online services and communications.

Strategy 14: Build competencies in new modes of organizing and preserving metadata, data analysis of collections, etc.

Strategy 15: Build competencies in new modes of support for online learning and curriculum development.

Strategy 16: Align organization in support of emerging culture and priorities as articulated in this Plan.

### **GOAL B: THE LIBRARIES WILL DEVELOP TRANSFORMATIONAL LEADERSHIP ACROSS ALL LEVELS**

The Libraries will draw upon and celebrate the diverse talents of our staff at all levels of the organization.

Strategy 17: Develop leadership capacity and capabilities amongst Libraries' staff.

Strategy 18: Recognize, celebrate, and share accomplishments of staff at all levels of York University Libraries.



## Steering Committee Members

Cynthia Archer, Catherine Davidson (Co-Chair), John Dupuis, Mary Lehane, Michael Moir, Dat Ngo, Christina Pringi (Secretary), Mark Robertson (Co-Chair), Patti Ryan, and Marcia Salmon

## Acknowledgements

This plan was developed through extensive consultation both within the Libraries and across the University in 2011-2012. The document was informed by environmental scans, interviews with campus stakeholders, and discussion with all levels of Library staff.

## The Steering Committee gives special thanks to:

Rebecca Jones, Dysart & Jones Associates  
The staff of York University Libraries  
All respondents to focus groups and interviews  
All retreat participants