



**YORK UNIVERSITY  
LIBRARIES  
STRATEGIC PLAN  
2016 - 2020**

July 11, 2016



## **CONTEXT**

York University Libraries (YUL) spans the Keele and Glendon campuses, the developing Markham campus and our growing presence in Costa Rica. The YUL strategic planning cycle is in concert with that of the broader University Academic Plan, and in this iteration, the cycle also corresponds with the welcoming of a new University Librarian. The planning process was informed by the University Academic Plan, 2015 –2020, the emerging SHARP budgeting framework, and the emphasis on research intensification as described in the Plan for the Intensification and Enhancement of Research.

Additional insights were drawn from the wealth of pan-university data gathering initiatives that strive to be responsive to the needs of various University stakeholder groups.

Internal to the libraries, the Strategic Planning Steering Committee was fortunate to have the results of several years of data drawn from extensive consultation with the libraries' complement and from quantitative data collection initiatives. The Committee noted the overarching desire for re-structuring with an eye to enabling increased collaboration, and to leveraging expertise and talent from across the organization. This interest in re-structuring was informed by a growing awareness and eagerness to pursue new roles that further the libraries' contribution to campus priorities.

## **PROCESS**

The strategic planning process began in the fall of 2015 and was marked by the formation of the Strategic Planning Steering Committee and an all-staff kick-off event to communicate objectives and to inspire broad participation in the process. The Committee conducted an environmental scan of comparator institutions and a deeper investigation and engagement with areas of particular strategic interest to the libraries. These results were shared with the YUL community via consultations, a world café, and an all-staff event, which together encouraged broad-based feedback. Organizational values were distilled from staff input and mapped to directional visioning. Core thematic areas and their expanded goals were shaped by these values and emerged from key aspirational goals gleaned through extensive discussions and consultations.

## THEMATIC AREAS

The strategic plan is organized by the following thematic areas:

- I. Transformative Knowledge Infrastructure and Scholarly Content
- II. Student Learning and Success
- III. Inspired Spaces
- IV. Community Engagement
- V. Organizational Renewal

The following principles guided our process:

**Inclusivity.** Throughout the planning process, we will strive to hear and integrate a diversity of voices and perspectives. We will work to ensure a process that is iterative, responsive and collaborative.

**Mission Focused.** We will ensure that our process is outward - focused, informed and supported by compelling evidence, and is responsibly aligned with institutional priorities of the University.

**Trust.** We will engage with each other, and with those beyond the group, in a spirit of openness and respect, and strive to be charitable in our interpretations of different perspectives.

**Creativity.** We will value creativity and innovation.

**Transparency.** We will be transparent about our decision-making processes, the criteria that will guide decision-making, and how input from stakeholders will inform our processes.

## STEERING COMMITTEE MEMBERS

Taras Danylak  
Catherine Davidson  
Meredith Hatton  
Joy Kirchner  
Andrea Kosavic  
Mark Robertson  
Patti Ryan  
Dany Savard  
Tom Scott

## **MISSION**

York University Libraries pursues excellence in research and teaching by advancing the discovery, preservation, creation, and dissemination of knowledge through leadership, creativity and collaboration.

## **VISION**

York University Libraries will become the inspirational heart of the campus recognized for its expertise in knowledge creation, its transformative approaches to student success, and its infrastructure and engagement in the research and scholarly enterprise.

## **VALUES**

It is our belief that our institutional and organizational guiding principles should reflect our values. These values inform our daily behavioural choices and reflect our aspirations for the future.

- We believe in a user-focused approach in the fulfillment of our academic mission.
- We believe in embedding sustainability in the development of all programs and services.
- We believe in empowering people and aligning our resources to be innovative, flexible, and creative by developing a culture that embraces change.
- We believe in fostering a sense of community, shared purpose, and belonging.
- We believe in leveraging our leadership through strategic partnerships and collaboration.
- We believe in advancing the democratization of knowledge.



# I. TRANSFORMATIVE KNOWLEDGE INFRASTRUCTURE AND SCHOLARLY CONTENT



**Support the academic priorities of the University at the Glendon, Keele and Markham campuses through an intentional commitment to sustaining open access, democratizing scholarship, and developing a robust and responsive knowledge infrastructure that anticipates the evolving scholarly record.**

The libraries continue to successfully develop, manage, and provide access to physical and digital collections of resources to advance research and learning at York University. As the scholarly record becomes increasingly complex and diverse, the libraries must now offer broader modes of support to meet our communities' emerging needs in the areas of content access, production, and preservation. In the context of an increasing diversity of publishing options and digital outputs, YUL offers critical expertise and infrastructure for the university community to realize new, more open opportunities to contribute to the scholarly record.

# I. TRANSFORMATIVE KNOWLEDGE INFRASTRUCTURE AND SCHOLARLY CONTENT

## **GOAL 1: ADVANCE THE UNIVERSITY COMMUNITY'S EVOLVING ENGAGEMENT WITH OPEN SCHOLARSHIP.**

- Realign our resources to intentionally support open access collections, scholar-led publishing efforts, and open source solutions.
- Lead efforts to develop open educational resources towards improving student affordability.
- Foster campus-wide understanding of disciplinary challenges and provide bridging supports for adopting open models.

## **GOAL 2: PROVIDE LEADERSHIP IN THE DEVELOPMENT OF SUSTAINABLE PUBLISHING ECOSYSTEMS THAT INCLUDES DRAWING ATTENTION TO VARYING MODALITIES OF SCHOLARLY RECOGNITION.**

- Further the University mission of inclusive and diverse knowledge dissemination by growing library capacity for publishing.
- Promote various approaches to examining the value and impact of scholarship and the scholarly voice.

## **GOAL 3: BUILDING UPON EXISTING AND EMERGING STRENGTHS, YUL WILL DEVELOP UNIQUE RESEARCH COLLECTIONS AND CONTENT THAT ARE INFORMED BY A DEEPER UNDERSTANDING AND ANTICIPATION OF RESEARCHER NEEDS AND BEHAVIOUR.**

- Prioritize the acquisition of archives and rare publications that support research, teaching, and community priorities with a focus on online access to promote preservation and discovery.
- Incorporate user experience considerations in collection development practices.
- Develop increasingly targeted strategies for collections assessment and evaluation.
- Lead in the provision of enhanced research tools for information discovery.
- Prioritize unique areas of content strength that will enhance the breadth of research across the University and beyond through cooperative collection building.

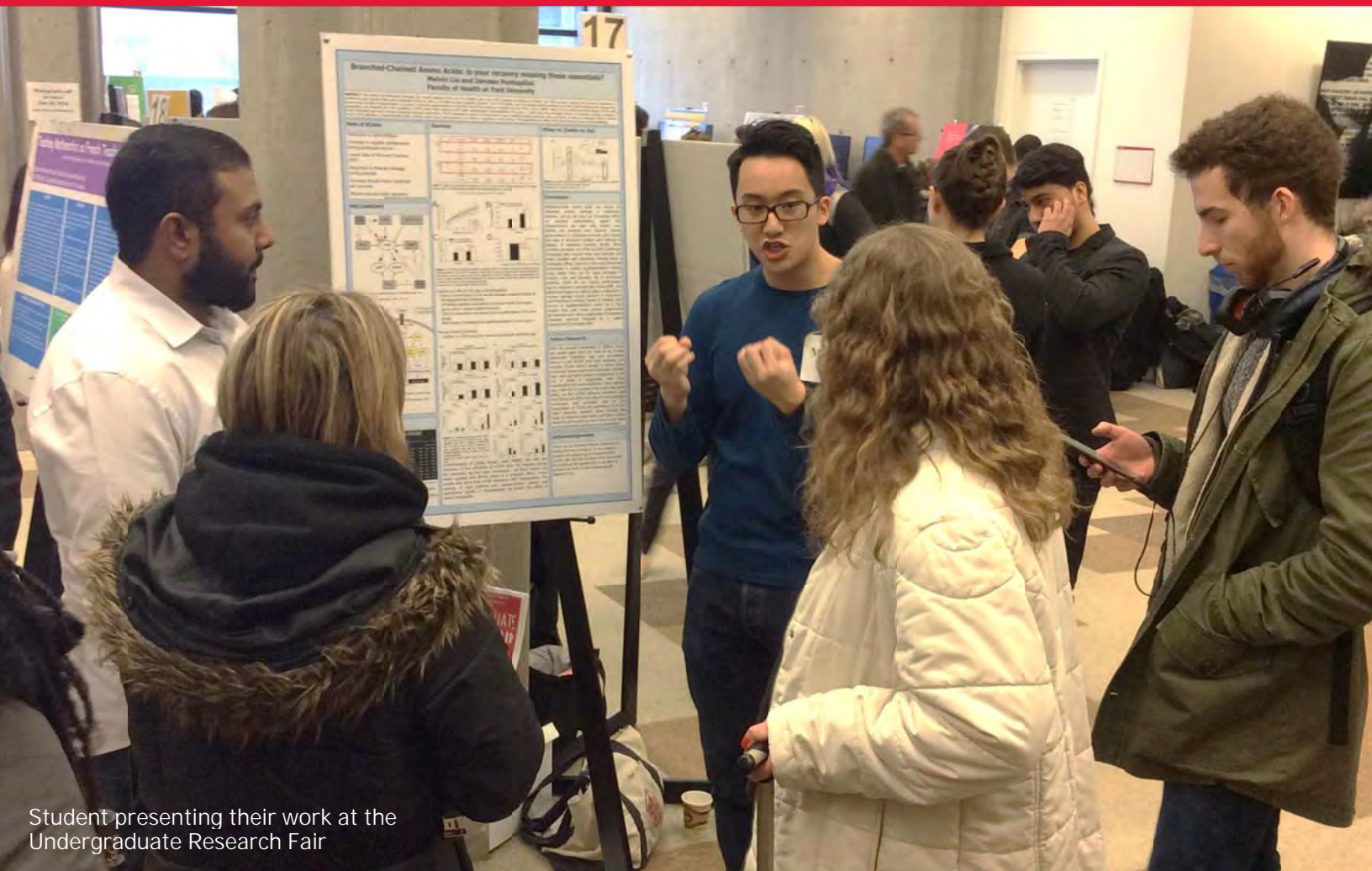
# I. TRANSFORMATIVE KNOWLEDGE INFRASTRUCTURE AND SCHOLARLY CONTENT

## **GOAL 4: YUL ENABLES AND ENRICHES DISCOVERY TO NETWORKS OF KNOWLEDGE AT YORK AND BEYOND.**

- Expand large-scale consortial partnerships to ensure the broadest possible access to research materials.
- Strengthen coordinated planning for print collection management.
- Continue to grow digital infrastructure capacity to preserve and disseminate collections and enhance discovery.
- Create learning and research strategies that bring librarian, faculty, student, and staff expertise together and that foster collaborative and interdisciplinary approaches to research, scholarship, and creative activities (e.g. Digital Scholarship Centre, critical making spaces).



## II. STUDENT LEARNING AND SUCCESS



Student presenting their work at the Undergraduate Research Fair

**Foster student learning and success by creating innovative programming and supportive environments for transformative learning and knowledge production at the Keele, Glendon and Markham campuses.**

York University Libraries has traditionally provided strong support for curricular learning through the provision of library materials, reference and information literacy instruction. Today our libraries are adopting more holistic and transformative approaches to student learning and success by including a broader spectrum of competencies, modes of learning and pedagogical strategies in their programming. Our libraries are also increasing their impact by deepening their partnerships with students, faculty and other units across the University.



## II. STUDENT LEARNING AND SUCCESS

### **GOAL 1: PROVIDE STUDENTS WITH A RESPONSIVE LIBRARY THAT IS ACTIVELY ENGAGED IN UNDERSTANDING THEIR NEEDS.**

- Systematically embed user experience approaches in the development and assessment of library services and programs.
- Identify new opportunities for students and student groups to engage in the development of library programming.
- Explore new and innovative delivery models to enhance the quality and flexibility of our services.

### **GOAL 2: EXPAND THE ROLE OF YUL AS A STRATEGIC PARTNER IN THE STUDENT SUCCESS LANDSCAPE.**

- Collaborate with other academic and co-curricular units in developing an integrated approach to student success programming and infrastructure inclusive of institutional drivers such as experiential learning.
- Expand the role of the libraries and Learning Commons in developing the skills and information literacy competencies that students need to succeed in an academic context.
- Engage key campus partners to explore collaborative opportunities to improve student success for all student constituencies.

### **GOAL 3: INCREASE AND ENRICH YUL'S INTEGRATION INTO THE UNIVERSITY'S ONLINE LEARNING ENVIRONMENTS.**

- Create rich learning objects and modules for students and instructors alike, that can be embedded into online learning environments.
- Develop strategies for the seamless integration of content into online learning environments.

## II. STUDENT LEARNING AND SUCCESS

### **GOAL 4: ENHANCE THE CAPACITY TO SUPPORT NEW MODES OF LEARNING AND KNOWLEDGE PRODUCTION IN THE LIBRARIES.**

- Strengthen academic town square programming in the libraries such as exhibits, fairs, lectures, and related forms of engagement.
- Create facilities and cultivate expertise to support learning through digital research tools and environments.
- Collaborate with faculty to explore new and emergent forms of digital pedagogies.



### III. INSPIRED SPACES



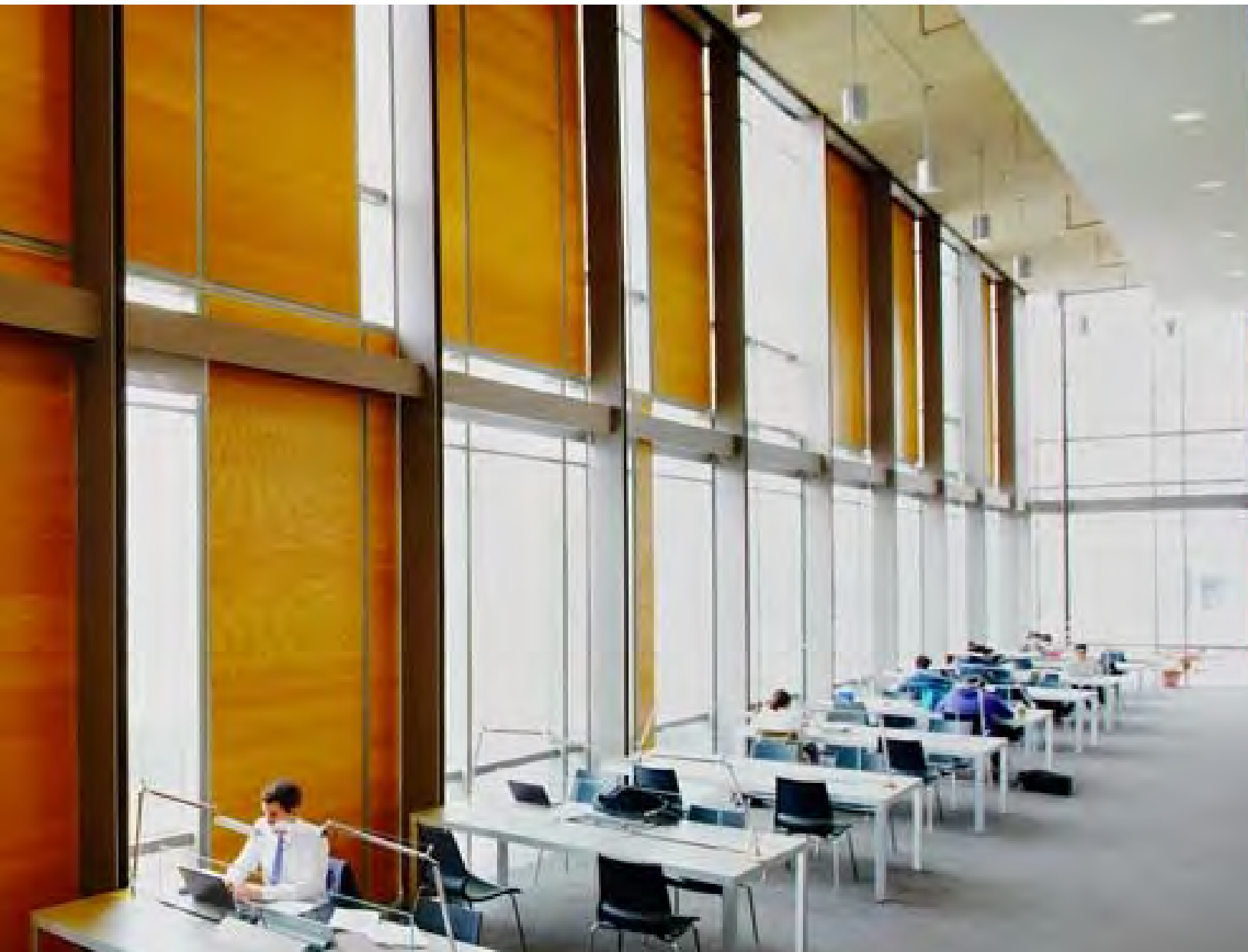
**As one of the busiest research library systems in Canada, York University Libraries is core to the student experience. Revitalized 21st century library spaces will open up new horizons in the quality of student and researcher experiences.**

At York University, students turn to their libraries for inviting, comfortable, and dynamic spaces that suit all learning styles. Today's students flourish in spaces that promote more engaged modes of learning. Our library spaces must support the delivery of new tools, pedagogies and research methods that optimize the use of our collections and expertise. Reimagined spaces will open up new horizons in the quality of student experience, impact our University's research activities, afford unique opportunities for faculty engagement, and provide the campus with access to innovative technology for teaching, learning and research.

# III. INSPIRED SPACES

## **GOAL 1: CREATE INSPIRATIONAL LIBRARY SPACES, BOTH PHYSICAL AND VIRTUAL, TO MEET THE EVOLVING NEEDS OF OUR COMMUNITY.**

- Incorporate user experience principles into library environments.
- Create technology-rich spaces that catalyze new ways of thinking and learning.
- Investigate options for sustainable collections storage.
- Enhance the profile of our libraries as centers for community-building.
- Develop an overarching space plan to serve as a framework for library space revitalization at the Glendon and Keele campuses.
- Plan for the development of a 21st century library space at the Markham campus.
- Develop a capital program plan and fundraising strategies.



## IV. COMMUNITY ENGAGEMENT



L to R: La Casita Azul Coordinator Diandra Arias-Vasquez, and project leads Dana Craig and Tom Scott with President Mamdouh Shoukri at the opening of the Eco-Campus at Las Nubes, Costa Rica.

**Through strategic institutional partnerships, the libraries at the Glendon, Keele, Markham and Las Nubes campuses foster vibrant communities of engaged and empowered citizens, both within and beyond the campus.**

York University Libraries nurtures community growth in and through our learning spaces and our rich collections. Through the leveraging of our natural affinity for community building, we increasingly engage our communities as responsible, participatory citizenries who learn through engagement. Our relationships with communities beyond York have also begun to mature, and increasingly align with strategic institutional partnerships.

## IV. COMMUNITY ENGAGEMENT

### GOAL 1: YUL PROMOTES WELL-BEING, ECOLOGICAL SUSTAINABILITY, CIVIC ENGAGEMENT AND COMMUNITY-BUILDING WITHIN THE YORK COMMUNITY THROUGH OUTREACH AND PARTNERSHIPS.

- Develop an intentional framework that informs our continued commitment to cultivating and fostering the libraries as a venue for academic, community, and cultural events that contribute to an engaged and informed citizenry.
- Collaborate with campus partners to provide a supportive environment that actively builds upon our commitment to accessibility and addresses the mental health needs of our community.
- Develop the libraries' support for indigenous students and scholars in concert with the University's indigenous strategy.
- Identify and realize green initiative opportunities to minimize our ecological footprint.

### GOAL 2: BUILD STRATEGIC ALLIANCES WITH COMMUNITIES WITHIN AND BEYOND THE CAMPUS TO SECURE PRESERVATION AND ACCESS TO IMPORTANT CULTURAL HERITAGE OFFERINGS.

- Pursue local and global partnerships that support the University's efforts in community building (e.g. curation of community content, building research infrastructure for communities of practice).
- Expand partnerships and leverage opportunities for at-scale multi-institutional initiatives.



Donor Terrie-Lynne Devonish and family celebrate Frost Library renovations

# V. ORGANIZATIONAL RENEWAL



As a progressive organization we will empower our people, renew our organizational structures, foster a culture of innovation and openness to change, and create a sense of shared purpose and community.

# V. ORGANIZATIONAL RENEWAL

## **GOAL 1: SHAPE AN ENGAGING, REWARDING AND SUPPORTIVE WORKPLACE ENVIRONMENT THAT SUPPORTS OUR PEOPLE TO GROW AND LEARN IN THE EVOLVING LIBRARY LANDSCAPE.**

- Empower our people to realize their leadership potential within the organization.
- Invest in teams to enhance our creativity, capacity, agility and potential for realizing our vision.
- Foster team-oriented approaches to encourage partnership, participation, collaboration, shared learning and team spirit.
- Acknowledge and strengthen our understanding of our interdependent roles and how each person contributes to our shared purpose.
- Build social relationships by providing opportunities for our people to connect on personal and professional levels.
- Encourage learning and professional growth by offering access to an array of development opportunities such as training seminars and courses.
- Develop a well-being strategy that reflects our commitment to the values of inclusion, respect, and care.

## **GOAL 2: REALIGN OUR ORGANIZATION TO FULFILL OUR MISSION AND TO EMBODY OUR VALUES.**

- Engage in a consultative and transparent process to develop an overarching plan of reorganization that focuses outward, de-siloes operations, fosters collaboration, and empowers staff to fulfill their academic and administrative roles within the institution.





# V. ORGANIZATIONAL RENEWAL

## **GOAL 3: DEMONSTRATE AND COMMUNICATE YUL'S VALUE TO FACULTY, STUDENTS AND STAFF AND TO THE WIDER COMMUNITY.**

- Surface our distinctive expertise and assets to the benefit of the institution by developing a robust communications plan that emphasizes the libraries' unique significance within the academic environment.
- Develop benchmarking and ongoing assessment strategies that gauge our effectiveness.
- Demonstrate value through actions by taking leadership roles in academic endeavours, holding seminars and workshops, and actively engaging with faculty and students within their academic spheres.

## **GOAL 4: FOSTER A CULTURE SUPPORTIVE OF RESEARCH, INNOVATION AND CREATIVITY.**

- Identify and implement supports and structures that allow for idea generation, experimentation and creativity.
- Emphasize innovation through collaboration and experimentation in our everyday work.
- Build capacity to support research within the libraries.



**CONTACT**

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