

QUEEN'S UNIVERSITY LIBRARY

Summary of Accomplishments

2016-17

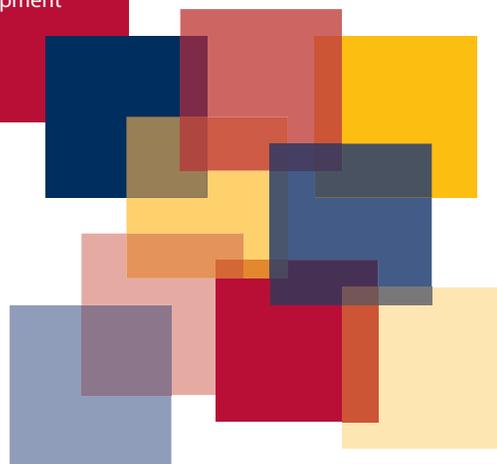
Queen's University Library's planning aligns with the university's Strategic Framework. On an annual basis, in conjunction with the university's budget and planning cycle, the library reviews activities of the previous academic year, looks at opportunities and challenges going forward, and establishes priorities and service levels for the next multi-year budget plan. The summary of accomplishments indicated below for 2016-17 initiatives are a snapshot of how the library stimulates excellence in research and scholarship through its collections, people, partnerships and services, and its physical and virtual spaces.

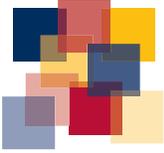
OUR VISION

The library inspires learning, sparks creativity and builds community. Entering our libraries – virtual and physical – our students and faculty feel the world at their fingertips, the knowledge of the ages and the potential of the future. This community of learning and research, this library, is the keystone of our balanced academy where people engage deeply with each other to ask critical questions and build new ideas. Librarians and staff work closely with students and faculty in every discipline and in the spaces where they intersect. Our best innovations happen through collaboration – across the library, with our faculties and schools and through our regional, national and international partnerships. Together, we are entrusted with ensuring that all information is available to all people, for all time.

OUR MISSION

The library stimulates excellence in research and scholarship through its collections, people, partnerships and services, and its physical and virtual environments. The library is a strategic asset to the university, contributing to the exploration and sharing of knowledge and the development of lifelong inquiry skills for the betterment of a global society.





ENHANCING OUR STUDENT LEARNING EXPERIENCE

"Our fundamental mandate is to exemplify the quintessential balanced academy, which is characterized by an exceptional student learning experience and outstanding student engagement within a research intensive environment. As our Academic Plan highlights, a transformative student learning experience is central to Queen's identity and its vision. Our students and faculty are highly engaged and Queen's offers a wealth of resources to foster student success..."

Design and deliver learning opportunities for students that build upon the value of library resources and services and inform library strategic directions

- Envisioned:**
- Unit plans for sustainable information literacy teaching, supporting defined learning outcomes and assessment
 - Co-ordination and promotion of experiential learning opportunities offered in the library
 - A renewed focus on undergraduate research programs in collaboration with campus partners
 - Development of a graduate student initiative on publishing and knowledge transfer
 - A continually evolving service model supporting engagement with students, from initial inquiries through to in-depth research
 - Engagement in support for the recommendations of the Truth and Reconciliation Commission
- Accomplished:**
- 1,052 classes, workshops and in-depth research consultations to 16,061 students
 - 15,426 responses to individual inquiries
 - Updated unit plans for information literacy teaching, and further development of curriculum-integrated research skills programs and information literacy assignments
 - Experiential learning opportunities, including: five student internships in the Archives, and a new partnership with a community heritage institution (the Military Communications and Electronics Museum, CFB Kingston) to expand the opportunities offered through the internship program; internships, assistantships, and practica in W.D. Jordan Rare Books and Special Collections including a digital humanities project involving use of the Robertson Davies tinsel print collection; two student placements in the Adaptive Technology Centre for the Queen's Occupational Therapy Community Development Placement program, in which the students developed and delivered a user needs assessment survey and created a comprehensive, informational resource on currently available technologies for persons with disabilities; Queen's Learning Commons programs delivered by peer student assistants
 - Renewed focus on undergraduate research programs in collaboration with campus partners, including: leadership roles with the Working Group on Undergraduate Research reporting to the Provost's Advisory Committee on Teaching and Learning; a survey to determine some of the departments in which inquiry as a pedagogy is being adopted; a survey of students and student focus groups to ask about their inquiry experiences; participation on the Advisory Group on the Undergraduate Advanced Research Certificate
 - New and expanded subject and course guides for all faculties, and implementation of an upgraded platform for those guides
 - Development of a Personal Librarian Program offered to students in the Aboriginal and World Indigenous Educational Studies program and year one and two PhD candidates in Education
 - Second annual sponsorship of the Promoting Student Inquiry Teaching Award, a Principal's Teaching Award; the recipient was Steven Maynard, Department of History
 - 11th annual Inquiry@Queen's Undergraduate Research Conference: 91 undergraduates presented their research in 50 oral presentations and 25 poster presentations
 - Launch of a project to engage with key partners on campus, such as the School of Graduate Studies, to explore opportunities to support graduate skills across the research lifecycle, including research dissemination and impact
 - Offering of online learning sessions using webinar software to reach students at a distance
 - Engagement in all academic program proposals across all the faculties, and program reviews, accreditation processes and curriculum committees as needed
 - Community engagement and wellness events, such as Freedom to Read Week, Science Literacy Week, the Queen's Health and Wellness Fair, and stress relief activities in libraries during exams

- Launch of Ask Us project to ensure well-coordinated interactions with users in answering questions ranging from way-finding to complex consultations
- Participation in the Queen's Truth and Reconciliation Commission Task Force and development of recommendations for library actions

Integrate key information services and resources with Queen's online learning programs

- Envisioned:**
- Library website that is a welcoming, informative, helpful virtual service point
 - Development and delivery of an online credit course on research skills, in collaboration with the Faculty of Arts and Science and available as an elective across faculties
 - Co-ordination of the adaptation of online research skills modules in courses across the curriculum
 - Co-ordination with course authors and developers on identifying cost-effective information resources for online courses
 - E-reserves service that supports copyright compliance and enables seamless student access to the resources recommended by instructors in all disciplines
 - Integration of online learning platforms with library information systems (for example, explore the relationship between e-portfolios and digital repositories)
 - Effective, accessible sustainable technical infrastructure and support for library online initiatives

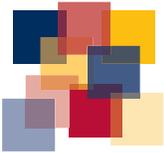
- Accomplished:**
- Launch of new website following a significant web development project, providing an updated look and feel and an interface that is mobile and accessible, and a process for ongoing maintenance and continuous improvement based on evidence (such as analytics and user experience testing) and in consultation with users and staff
 - Memorandum of agreement and development of the Information Research and Management credit course (ADRS 200) with the Faculty of Arts and Science
 - Development of an information skills module for the online Bachelor of Health Sciences Program, including teaching and assessing student work on an on-going basis
 - Collaborative design and development of learning objects, for example relating to the fentanyl crisis in Canada
 - Advice to instructors on specific topics involving new tools, for example for the Teaching Law through Intelligent Simulation Project
 - Assistance to online course writers and instructors in the selection, acquisition and embedding of course readings and library assistance into online courses, for example Aboriginal and World Indigenous Educational Studies
 - Launch of Open and Affordable Course Materials Working Group reporting to the Provost's Advisory Committee on Teaching and Learning, and initial consultations with students and instructors
 - Continued growth of the e-reserves service, now used by 1,233 courses
 - Engagement with working groups of the Provost's Advisory Committee on Teaching and Learning relating to online learning tools

Implement a re-envisioned information network of learning/study/research spaces, services and research resources as described in the Library and Archives Master Plan (LAMP)

- Envisioned:**
- Completion of high-priority LAMP projects, as funding allows
 - 25% increase in learning/study spaces when full renovations can occur
 - Inclusive, accessible spaces that welcome all members of the community
 - New collection paradigm supporting the layers of information access envisioned in LAMP
 - Improved access to and preservation of rare, valuable and unique scholarly resources
 - Operating efficiencies

- Accomplished:**
- New group study rooms in Stauffer Library, developed in collaboration with Four Directions Aboriginal Student Centre to have Indigenous names and artwork
 - Continued analysis of print collections based on layers of information access envisioned in LAMP, such as retention decisions on bound journals available online in perpetuity, consolidation and de-duplication of Geological Survey maps and documents, and analysis of Queen's technical reports

- Completion of music collection move from Douglas Library to Stauffer Library, bringing all of the humanities and social sciences together for the first time and preparing for further development of Douglas Library
- New study spaces, revitalized reading room and new exhibition cases in W.D. Jordan Rare Books and Special Collections in Douglas Library
- Further development of the Lederman Law Library service point, including new desk and plans for a pilot project for new self-checkout technology
- Collaboration with the Faculty of Education in changes in the Education Library, including plans for innovative new use of space previously occupied by the Teacher Resource Centre, promotion of Quiet Study Times during exams, new equipment to improve the Teaching Corner as an effective learning space, and small furniture upgrades and rearrangement to improve accessibility
- Preparations for renovations to the lower level of Bracken Health Sciences Library, including collections moves, to turn space over to the Faculty of Health Sciences as envisioned in LAMP
- Planning and fundraising for a LINQ (Library Information Network at Queen's) on the first floor of Watson Hall
- First phase of Library Square development, with the introduction of daily processes to provide outdoor tables and chairs adjacent to Stauffer Library
- Stauffer Library terrace accessibility and safety measures under way, with completion scheduled for summer 2017
- New room booking system with updated functionality, including a mobile and accessible interface
- Implementation of equipment, assistive devices and specialized software in two Lederman Law Library study rooms designated for priority use for students with disabilities
- Improvement of information regarding accessibility features of each library location (for example, accessible entrances, accessible parking, availability of adaptive technology, etc.)



Strengthening our Research Prominence

"Queen's is recognized as one of Canada's outstanding research institutions. To sustain and enhance our research prominence requires that we guide and support our research enterprise, including the continuation of our aggressive pursuit of research funding and re-alignment of university research services. We must be guided by our Senate-approved Strategic Research Plan..."

Develop a comprehensive information resources strategy that addresses the challenges and opportunities of the evolving scholarly record, in all its forms, and raises awareness of resources

- Envisioned:**
- Stakeholder engagement in strategy development and promotion, including researcher champions
 - Collaboration in regional, national and international strategies relating to policy development, digital infrastructure and management of collections
 - Appropriate collections, in all formats, supporting current research and academic priorities
 - Promotion of and support for Open Access, Open Data and Open Education Resources
 - Increased showcasing (both physical and virtual), awareness and use of special collections, archives, and current collections
- Accomplished:**
- Event engaging representatives of each faculty, co-sponsored with the Senate Library Committee, titled *The Evolving Landscape of Scholarly Communications at Queen's*
 - Launch of a library project to develop a vision of the information resources of the 21st research library at Queen's, as a framework to guide ongoing decision-making and strategic priorities
 - Collaboration with four other Ontario universities in a Memorandum of Understanding to operate Keep@Downsview, a shared print preservation service at the University of Toronto
 - Ongoing collection development and assessment to support current research and academic priorities within available financial resources
 - Implementation of enhancements to key discovery tools and continued attention to metadata processing to ensure discoverability of collections in all formats
 - Improved technical support for the archives, including completion of the essential parts of a data migration to support improved access to the archives collection using specialized software

- Outreach and promotion to faculty and students to help them explore various open access models for publication of research and learning resources
- Increased development and showcasing of special collections and archives, through numerous initiatives such as: further development of the Schulich-Woolf Rare Book Collection, which now includes the only example in Canada of a 1482 *Polycricon* printed by William Caxton, the first English printer; extensive exhibition programs, pop-up exhibits and social media engagement to highlight rare books and special collections; digitization and continued conservation of the Queen's Charter, unchanged since its conservation treatment 25 years ago due to the archives' protective policies and treatment; co-curation of an exhibition at the Agnes Etherington Art Centre, entitled *Treasures and Tales: Queen's Early Collections*, which drew on early collections held at the archives
- Significant contributions to the Queen's 175th Anniversary celebrations, supplying photographs for the *Moments in the History of Queen's* website and supporting the research of numerous groups and clubs on campus in preparation for their own histories
- Celebration of the 175th anniversary of the Geological Survey of Canada through participation at the Geological Association of Canada and the Mineral Association of Canada (GAC-MAC) Conference at Queen's in May, and a display in Stauffer Library showcasing maps, reports and mineral specimens.
- Marketing initiatives to raise awareness of all current collections, for example including new books information in a faculty newsletter, outreach to individual faculty, themed exhibits, etc.

As part of the comprehensive information resources strategy, modify acquisitions practices to address the issues of current publishing models, foreign currency exchange fluctuations, and new and continuing teaching, learning and research needs

- Envisioned:**
- Continued support for current research and academic priorities
 - Flexible serials purchasing practices, with targeted content selection to meet evolving academic needs within available funds
 - Leveraging of collaborations with consortia partners

- Accomplished:**
- Series of presentations and discussions at Senate, Faculty Boards and departments, and informal discussions with faculty members, about the rising costs of information resources and strategies for maintaining a strong collection within our budget
 - Participation in a national journal usage survey facilitated by the Canadian Knowledge Research Network (CRKN), to inform future subscription decisions
 - Co-ordination of ad hoc discussion with peer institutions engaged in similar exercises to modify acquisitions practices, with a goal of sharing experiences and potentially aligning strategies and communications
 - Leadership of the CRKN Licensing Transition Task Group which will report out in 2017-18
 - In collaboration with colleagues at two other institutions, drafting of a Statement on Sustainable Publishing with the U15, to be released in 2017-18
 - Continuous analysis of electronic resources holdings (single journals, suites of journals, databases, e-books), and print journal, microfilm and law looseleaf subscriptions for decisions to retain or discontinue
 - New processes for monograph acquisitions to better tailor expenditures to particular research and curriculum needs
 - New acquisitions for new academic programs, research or other priorities, such as reallocation of funds formerly spent on print titles to support new courses in the Bachelor of Education and Professional Master of Education programs, and allocation of a non-designated donation towards Indigenous titles for law
 - Plan regarding access to current Canadian legislative materials in the law and government documents collections: an overview of the collections in both locations and a proposed way forward with implications for costs, space, and staff that would eliminate unnecessary duplication while maintaining meaningful access

As part of the comprehensive information resources strategy, broaden the reach of Queen's research with expanded digital platforms and services, in collaboration with and in support of emerging regional and national initiatives

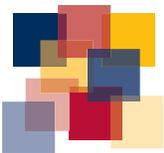
- Envisioned:**
- Unit plans for engaging with and providing value to the research programs of their faculties, drawing on expertise across the library
 - Expanded capacity across the library to raise awareness of opportunities for research dissemination and to assist faculty and student researchers in developing data management plans and depositing scholarly publications and research data in digital repositories, in compliance with granting agencies' principles and policies
 - Engagement in collaborative developments of interoperable digital repositories and the vision of a global knowledge commons
 - Strategic analysis of the challenges and opportunities of existing and potential research output measures in collaboration with campus partners
 - Expanded capacity to support the digital scholarship of Queen's researchers and the digitization of cultural heritage
- Accomplished:**
- Formation of a new library Research Services Working Group to facilitate collaboration across units and divisions in the planning, development, delivery and assessment of sustainable research services in support of the strategic priority of research prominence
 - Formation of the Queen's Digital Scholarly Record Working Group to plan and build awareness of services across the university that support the management and dissemination of the digital scholarly record (all forms of data and publications that are produced and used in research and scholarship)
 - Development of a framework for a systematic review search service in Health Sciences to help address the increase in user demand for this research support
 - Leadership in delivering a business plan for the national Portage research data management network, and leadership in its Data Management Plan expert group, in support of Queen's research data management needs
 - In collaboration with a Portage group, development and deployment of surveys on Queen's research data management needs in three discipline clusters: 1) Engineering and Science; 2) Social Sciences, Humanities, Law, Education, Policy Studies, and Business; 3) Health Sciences
 - Completion of research data management projects serving Queen's researchers from a variety of disciplines and supporting numeric and textual data
 - Third annual Queen's University Data Day, Maximize the Impact of Your Data, exploring Queen's data services, national guidelines, and national and international initiatives for managing and promoting research data
 - Formation of a successful relationship with the Angus Reid Institute (ARI), with Queen's now serving as the exclusive conduit for the deposit, management, and dissemination of Angus Reid Institute polling data
 - Continued deposit service for faculty to submit papers to the Queen's institutional repository, QSpace, in compliance with the Tri-Agency Open Access Policy on Publications, and proactive outreach to SSHRC, NSERC and CIHR grant awardees about the policy and the service
 - Significant upgrade of QSpace, including mobile interface, plans for ongoing improvement in collaboration with the School of Graduate Studies and other stakeholders, and initial planning for expanded digital asset management solutions
 - Engagement with national and international initiatives to support the development of next generation repositories and global digital infrastructure
 - Exploration of projects to increase the availability and preservation of Queen's digital outputs by utilizing the repository service, such as digitization of a collection of VHS tapes in the Department of Art History and Art Conservation
 - Enhanced support to Queen's editorial teams using Open Journal Systems (OJS) to host publications, through ongoing advice, assistance and learning opportunities such as webinars
 - Exploration of current issues in research metrics, including participation in an Ontario Council of University Research Task Force on Research, Innovation and Community Impacts Metrics

- Digital scholarship demonstration projects such as a virtual display and archive of graduate students' work involving the Diniacopoulos Collection in the Department of Classics, working with the faculty supervisor, the students and a cross-library team
- Web archives pilot project to establish user requirements for a web archiving service at Queen's and to consider the policies, procedures and ongoing costs of an operational service
- Digitization of some of the archives' most often-used collections, such as the first 100 years of the Queen's Journal, and an exhibit about Queen's-affiliated individuals who lost their lives during the First World War
- Engagement in a project to digitize identified Government of Ontario publications, led by a team within the Government Information Community of the Ontario Council of University Libraries

As part of the comprehensive information resources strategy and in support of the Accessibility for Ontarians with Disabilities Act, enable access to information resources and related services for all individuals with disabilities at Queen's

- Envisioned:**
- Sustainable procedures supporting Section 18 of the Information and Communications Standard (libraries of educational and training institutions "shall provide, procure or acquire by other means an accessible or conversion ready format of print, digital or multimedia resources or materials for a person with a disability, upon request")
 - Effective working relationships between the Adaptive Technology Centre (ATC), other campus units responsible for other aspects of accessibility, and external partners

- Accomplished:**
- Completion of a project to ensure compliance with Section 18 of the Information and Communications Standard
 - Continued provision of ongoing support for access to course readings and other information resources for students with disabilities, such as students referred from Queen's Student Accessibility Services to have course materials transcribed into alternate format
 - Advice and training on adaptive technology, specialized software or assistive devices appropriate for specific learning needs, such as: reading software; mind mapping software; screen reading software; speaking dictation software; and text to speech software
 - Provision of assistive devices for students to use for a limited time period and to determine if they meet a learning need, such as: smartpens (used to audio record lectures) and iPads with keyboards (to assist with touch display screen use)
 - New services including an equipment loan program and alternate format services for faculty and staff requiring library materials in alternate format
 - Pilot project enabling online requests of e-reserve items in an accessible format
 - Completion of the ATC User Experience Survey, designed by student Occupational Therapists in conjunction with ATC staff as part of a community development placement project
 - Effective referrals and collaborations between the ATC and Queen's Student Accessibility Services, Student Academic Success Services, Queen's Athletic Therapy program, Queen's Exams Office, Human Resources and other campus units
 - Continued engagement with external partners such ACE (Accessible Content E-Portal), a service of the Ontario Council of University Libraries



Ensuring Financial Sustainability

"Our emphasis on maintaining Queen's as the balanced academy must be matched by our commitment to achieving financial sustainability. With the activity-based budget now in place, giving units incentives to grow revenues and reduce costs, we are better positioned to make the university more resilient in difficult economic times..."

Demonstrate the value of library services and resources and potential areas for change, working closely with the Office of Institutional Research and Planning and other university units

- Envisioned:**
- Comprehensive library assessment, marketing and communications strategies
 - Improved data access to inform planning and decision-making
 - Library metrics available for university data bank

- Accomplished:**
- Library assessment framework draft, developed in consultation with the Office of Institutional Research and Planning
 - New marketing and communications strategies, such as social media guidelines and project-specific communications plans
 - Participation in the library benchmarking project of the Matariki Network of Universities

Effectively and sustainably deploy the library's people as key resources in the learning and research community, through a program of ongoing sharing of expertise, mentoring, professional development, reassignment and recruitment

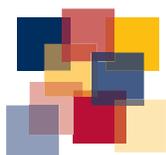
- Envisioned:**
- Increased support for digital initiatives and learning and research services
 - Efficiencies in information resources management and services
 - A public services model that makes the best use of staff resources in providing effective "touch points" for users
 - Further development of organization-wide learning programs

- Accomplished:**
- Learning Organization project to create a sustainable framework for encouraging the building and sharing of knowledge across the organization
 - Processes for effective group e-learning, such as group use of Lynda.com with plans to expand across the organization
 - Extensive training and support programs, including Drupal and LibGuides, and responses to approximately 3400 problem resolution requests (QUL Solutions), such as equipment, events setup, e-resource access, library systems and website
 - Annual staff engagement activities, including regular all staff meetings with guest speakers, annual planning retreat, social events and the 6th annual Kaleidoscope conference to showcase library staff research and professional development activities
 - Expansion of pool of library technicians available to provide in-person information services, with an increased range of skills
 - Investigation and implementation of new tools such as Redline, Slack and Trello, for easier communication, documentation, project management and productivity
 - In partnership with the Smith School of Business and Housing and Ancillary Services, implementation of new multi-function scan/copy/print devices using student and staff photo ID cards, with potential for campus-wide use
 - Learning of the Authorization to Operate (ATO) risk assessment process for cloud computing solutions and application to two new cloud software solutions
 - Promotion of IT best practices for security and system management, including a thorough review and update of documentation and support
 - New software and equipment solutions such as hoteling stations that provide space to employees as needed, and a pilot project at the Law Library to implement mobile self-check using mobile phone or tablet and a streamlined service point
 - Expansion of the user experience program, inviting more staff to develop skills in interviewing users to continually assess and improve online experiences
 - New efficiencies in print and electronic information resources acquisition, management and problem resolution, and deployment of staff for specialized and high-priority processing work as needed

Leverage the paradigm shift in web-scale technology opportunities to plan for the replacement of the Library Management System and new technical processes for acquiring and providing access to information

- Envisioned:**
- Participation in OCUL's Collaborative Futures project to prepare for Queen's critical migration to a new Library Services Platform
 - Within OCUL and at Queen's, opportunities for new processing workflows and efficiencies that will improve resource allocations in budget years beyond the current 3-year cycle

- Accomplished:**
- Continued active engagement and leadership in the OCUL Collaborative Futures project toward a shared Library Services Platform (LSP) with other OCUL schools: Queen's representation on the steering committee and working groups, addressing various aspects of planning and consultation, including development of a draft Memorandum of Understanding, LSP requirements in preparation for procurement, a market sounding process, and preparation of a business plan to inform the next phase where 13 schools have committed to the partnership
 - Initial local preparation for Collaborative Futures, such as data clean-up, including: local-note project; bound-with project; duplicate-authorities project; streamlining special collections locations, and planning for other data clean-up and local processes mapping
 - Participation in the Canadian Linked Data Initiative, a partnership project to explore the potential of linked data, an important developing direction for metadata and web visibility that offers possibilities of increased linking among galleries, libraries, archives, and museums, along with the importance of making library collections visible on the web



Raising our International Profile

"We will strengthen our international reputation by emphasizing what has built Queen's enviable national reputation, namely the transformative student learning experience in a research intensive environment. Focused and sustainable international student recruitment will be supported by an equally focused and sustained international marketing and communications strategy. Because our transformative learning experience is so inextricably linked to our research prominence, we will at the same time strive to strengthen our international research collaborations, in part through our membership of the Matariki Network of Universities."

Maintain an inventory of library services focused on international research, international mobility and international students on campus

- Envisioned:**
- Information to assist in the further development of library services supporting Queen's University's Comprehensive International Plan
- Accomplished:**
- Annual update, as planned, of inventory completed last year, and regular engagement with Queen's University International Programs Committee

Develop a program of Library services in relation to the university's priority of "international research engagement"

- Envisioned:**
- Library awareness of Queen's researchers' international research activities and needs
 - Access to appropriate information resources and services for Queen's researchers engaged in international scholarship
 - Research data management and scholarly communications services supporting the research outputs of international research collaborations
 - Library engagement in the Matariki Network of Universities and other international professional activities, such as collaborating with international colleagues or hosting international visitors
 - Visible library support for inclusivity and Queen's international profile
- Accomplished:**
- Ongoing consultations with researchers regarding their information resources needs, through faculty-based library units
 - Highlighting of collections relating to international areas through the creation of subject guides (for example Asian Studies, Caribbean Studies, Africa and African Diaspora Studies) to enable teaching and research from diverse disciplinary perspectives and representing different voices
 - Continued development of research data management and scholarly communications services in the context of international initiatives and best practices
 - Hosting of a librarian from National Taiwan University through the International Visiting Health Information Professionals Program of the Medical Library Association's International Cooperation Section
 - Continuing collaboration with the Centre for the Rehabilitation of the Paralyzed-Bangladesh Health Professions Institute Library under the auspices of the Medical Library Association's Sister Library program

- Support for the Queen Elizabeth II (QE II) Scholars in International Community Based Rehabilitation, hosted by the School of Rehabilitation Therapy
- Organization and hosting of the Matariki Digital Humanities Colloquium, with the Head of the Department of English and with support from the Principal and the Associate Vice-Principal (International)
- Librarian engagement in international professional activities, such as presentations at meetings of organizations such as the International Federation of Library Associations

Develop a program of library services in relation to the university's priority of "international mobility"

- Envisioned:**
- Library awareness of Queen's students participating in opportunities abroad and their needs
 - Access to appropriate information resources and services for Queen's students studying abroad
 - Strong working relationship with the Bader International Study Centre
 - Visible library support for inclusivity and Queen's international profile

- Accomplished:**
- Ongoing engagement with curriculum developments and needs of students studying abroad through faculty-based units
 - Support for programs encouraging international mobility, such as providing space for the annual Teachers' Overseas Recruiting Fair attended by 70 recruiters from 30 different countries
 - Provision of remote online access to licensed information resources and advice on course materials for courses offered abroad
 - Strong working relationship with the Bader International Study Centre (BISC), including regular updates with the librarian, student engagement in digital humanities projects at both the BISC and W.D. Jordan Rare Books and Special Collections, copyright advice, and assistance to the Student Success Coordinator whose office is responsible for ensuring students with disabilities have their accommodations met

Develop a program of Library services in relation to the university's priorities of "international enrolment" and "international at home"

- Envisioned:**
- Library awareness of Queen's international students on campus and their needs
 - Library staff development activities promoting cultural awareness
 - Service points (physical and virtual) and spaces that deliberately welcome international students
 - Orientations, displays and teaching programs tailored for international students
 - Visible library support for Queen's international profile

- Accomplished:**
- Ongoing engagement with curriculum developments and international student needs through faculty-based units
 - Participation in specialized training and information sharing on the DEAP (Diversity and Equity Assessment and Planning) Tool
 - Welcoming service points with student assistants wearing shirts that say hello in several languages
 - Instructional programs and ongoing support for School of English students, including development of a library guide, displays, and presentations and engagement with collections
 - Participation in the Acculturation and Transition to Life and Academic Success committee, in the planning and delivery of orientation and transition programming for incoming Queen's undergraduate degree-seeking international students