



## Countway Library Strategic Plan

2025–2030

**Overview:** The Countway Library of Medicine has undertaken a strategic planning process with the goal of defining the key priorities around which we will align our future efforts. This strategic plan lists four priority areas and key goals toward which we can make significant progress over the next three to five years. As we initiate specific projects to achieve these goals, we will remain steadfast in our commitment to maintaining our core services, enriching the quality of those services, and embracing our users as they engage with us in our recently renovated spaces.

Academic health sciences libraries exist to facilitate the infusion of culture and knowledge to support the educational, research, and clinical enterprises. How this infusion is executed can vary dramatically and change quickly, as we have observed over recent years with the onset of the internet age and its rapid ramp-up in technology. At Countway Library of Medicine, we recognize that the digital age does not displace the world that came before but supports it. The medical library is unique to other types of libraries with its focus on improving the health of the public through supporting users in the core missions of educating health professional, dental and public health students and fostering advances in scientific and biomedical discovery.

The Countway Library of Medicine stands together with the Harvard Library and other Harvard School Libraries in collective commitment to support the Harvard University and the Longwood area professional schools of Medicine, Dentistry and Public Health and affiliate hospitals in advancing research, teaching, learning, patient care, and engagement. We achieve our goals through the power of cooperation amongst the various information providers throughout the

Harvard Library ecosystem, working with partners who are also committed to shared missions and values. With hundreds of students passing through our gates every day, and thousands of others using the library virtually, the Countway Library of Medicine plays a critical role in realizing the entire university's commitment to supporting an engaged and inclusive community.

Situated in the Longwood area of Boston, surrounded by the Harvard Medical School, Harvard School of Dental Medicine, the T.S. Chan School of Public Health, and its teaching hospital affiliates, the Countway Medical Library puts vast research collections within easy reach of its users across all biomedical and health disciplines. As part of this mission, moreover, the library maintains a unique commitment to enabling faculty, staff, students, and health professionals to connect the past with the present in the service of framing and solving health and wellness challenges.

As an institution, the library is ever changing and always adapting. It must be ready to embrace what's new and poised to support the dynamic demands of the information universe. By advancing open knowledge, the library extends the reach and impact of research to improve patient care and the health of the public. Offering a breadth of expertise, resources, and learning environments, Countway Library of Medicine supports researchers, health professionals, and students at every stage of their academic career. The library's recently renovated space also serves as a cultural and educational hub, showcasing unique collections as well as the creative and intellectual work happening in the Longwood area campus community and communities beyond.

### **Strategic Priorities**

This strategic plan lists four priority areas (Education & Learning, Open Science, AI, Collections) and key goals for the next three to five years. We remain committed to maintaining core services and enhancing the quality of these services as we strive to make progress on these priorities and goals.

## **Education and Learning**

Students, faculty, and staff have access to a wealth of collections within Countway Library of Medicine and across the Harvard Library to support their academic achievement. Countway Library of Medicine staff serve as information stewards to help students make the most of the vast array of resources in support of the medical, dental, and public health curricula. Users come to the library to explore, study, and be part of a campus community.

### **Key Goals:**

- Expand creator and hybrid spaces and services to make new technologies available for student use
- Integrate current and historical library collections and services into the medical, dental, and public health school's educational technology ecosystem in order to promote holistic and continuous learning
- In collaboration with our stakeholders, promote information literacy-based curriculum integration within the classroom
- Continually assess the Countway's physical building, its services, and its online presence to assure optimal accessibility

## **Accelerate Open Science, Open Data and Scholarly Communications**

The United Nations Educational, Scientific & Cultural Organization (UNESCO) defines open science as "a set of principles and practices that aim to make scientific research from all fields accessible to everyone for the benefits of scientists and society as a whole. Open science is about making sure not only that scientific knowledge is accessible but also that the production of that knowledge itself is inclusive, equitable and sustainable."

While Countway Library has been a campus leader since 2008 in supporting Harvard researchers navigating the many nuances associated with NIH Public Access Policy, these much broader open science initiatives from 2025 onward promise to expand accessibility into a diverse array of scholarly outputs that encompass the entire scientific research workflow. More than helping to facilitate open access to manuscripts and research data through our education

and advocacy campaigns, Countway and Harvard Library will need to continually adapt, shift, and pivot as publishing-business models (S2O; TA; APC reimbursements), local incentives, and funding agency requirements all adapt to open science policy objectives.

While multiple pathways to participating in open science initiatives will be inevitable, librarians must also remain vigilant of the inevitable technological innovations and sustainability challenges that will impact storage, privacy/security, indexing, discovery & access to an expanding corpus of open science "objects". As they continue to evolve rapidly, generative AI integrations will play an immediate role in how the user will discover, interpret, and expand on the scientific record. How will open science mesh with openly-available-pseudo-science as generative AI tools proliferate? Open Science initiatives in the years ahead will offer many opportunities for libraries to redefine how they can best serve the campus research community in all aspects of scholarly communication, Countway and Harvard Library's Open Scholarship & Research Data Services will be key partners in this effort.

**Key Goals:**

- Expand services to support the principles and practices of open science, open access publishing, and FAIR data
- Support researchers in navigating changes in the information landscape, and as creators of new types of research outputs
- Expand instruction on methods and skills of data science and digital scholarship
- Work with campus stakeholders to develop a coordinated, campus-wide approach to data and digital scholarship services
- Support and invest in open and sustainable publishing models

**Artificial Intelligence (AI)**

Generative AI tools have quickly become accepted both in the field of biomedicine and by libraries across the world. HMS and Harvard Library leaders have emphasized the adoption of AI tools as a priority in order to enhance medical education, clinical point-of-care, information

access, scholarly communications and research, and administrative efficiencies. By leveraging AI technologies, libraries can streamline their own operations, improve services, and empower users with innovative tools for information discovery and knowledge creation. As AI continues to evolve, Countway Library of Medicine is poised to embrace new opportunities for defining its role with other partners as a dynamic hub of learning, innovation, and intellectual exchange in the age of AI.

**Key Goals:**

- Develop an AI information Literacy program aimed at Countway users
- Develop opportunities for library staff to experiment with the use of AI tools to support their work
- Work with campus stakeholders to develop a coordinated, Longwood area approach to AI
- Demonstrate leadership in campus discussions related to the ethical uses of AI and its possible pitfalls
- Actively participate in campus discussions related to information literacy in regards to AI output

**Collections**

In response to clinical and research needs to have immediate access to collections to the desktop anytime, anyplace, and anywhere, academic medical libraries have been moving away from traditional print to online/digital materials. The Countway Library of Medicine is fortunate that its print collections (current and historical) remain strong.

**Key Goals:**

- Assess infrastructure needs and opportunities in order to support digital and print collection building, discovery, and preservation
- Enhance online access to digital and physical collections

- Develop new approaches to collection development to expand breadth of research resources and more closely align with disciplinary needs and the curricula of the medical, dental, and public health schools