

# Countway Library of Medicine Strategic Plan 2017-2022

## **Goal Statement 1: Redefine Countway Library as an entity separate from the Department of Biomedical Informatics.**

To meet this goal, Countway will separate administrative functions shared with DBMI, engage consultants to rebrand Countway, and develop a strategic vision that makes Countway more visible on the Longwood Medical Area.

**Strategic Objective 1:** Establish a strategic vision and five-year plan for the Library that addresses unmet Longwood Medical Area community needs while capitalizing and promoting the Library's collections and staff expertise.

- *Aligns to Countway Strategic Objective: Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 2:** Redefine Countway's data services offerings and create a Countway department dedicated to Data and Publishing Services.

- *Aligns to Countway Strategic Objective: Innovation and Entrepreneurship; Research, Teaching, and Learning; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across HMS community. & Leverage Collaboration across HMS and the Biomedical ecosystem. & Extend the local, national, and global impact of HMS to be a force for good for human health.*

**Strategic Objective 3:** Rebrand the Countway Library and its services to welcome faculty, staff, and students and to increase the visibility of the Library on the Longwood Medical Area campus.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across HMS Community*

**Strategic Objective 4:** Create Countway's Outreach services and create a Countway department dedicated to outreach.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across HMS Community*

## **Goal Statement 2: The Countway Library of Medicine space and services need to be welcoming to all members of the Longwood Medical Area community.**

Our services and space are not perceived as being welcoming to the Longwood Medical Area community, including students at the Harvard Medical School, Harvard T.H. Chan School of Public Health, and Harvard School of Dental Medicine, as well as trainees (post-docs and residents and fellows), junior faculty, and community members. To meet this goal Countway will focus on increasing student satisfaction of library spaces and services, particularly to align with LCME feedback, and create opportunities to connect with the community by creating a more welcoming physical space.

**Strategic Objective 5:** Increase integration of Library services and collections material into professional school curriculums to make library staff and services more visible to students.

- *Aligns to Countway Strategic Objective: Research, Teaching and Learning; Innovation and Entrepreneurship*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across HMS Community*

**Strategic Objective 6:** Create more spaces for collaborative learning and engagement through a three-floor redesign.

- *Aligns to Countway Strategic Objective: Space; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 7:** Update the governance model for the community garden space.

- *Aligns to Countway Strategic Objective: Space; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

## **Goal Statement 3: Redefine the relationship with the Boston Medical Library.**

The Boston Medical Library-Harvard Medical School Shared Library Agreement needs to be renegotiated. Libraries have changed since the agreement was made and the agreement needs to reflect these changes.

**Strategic Objective 8:** Renegotiate the agreement to update financial support and governance arrangements between the two entities and prepare inventory to support future collection management for both libraries.

- *Aligns to Countway Strategic Objective: Collections and Access*

- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 9:** Conduct holdings surveys of both the General/Circulating collections and the special collections and Archives managed by the Center for the History of Medicine.

- *Aligns to Countway Strategic Objective: Collections and Access*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 10:** Identify and physically separate materials in anticipation of an updated agreement and potential outcomes.

- *Aligns to Countway Strategic Objective: Collections and Access*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

#### **Goal Statement 4: Improve access and discovery of Countway collections to meet the needs of broad and diverse constituencies.**

Discovery of, and access to, Countway’s collections and staff needs both virtual and physical improvements to meet the needs of broad and diverse constituencies. To meet this goal, Countway will improve online access to content and information about its collections, continue to digitize collections material, and make physical and virtual spaces accessible to all who seek to use them.

**Strategic Objective 11:** Increase discoverability of, and access to, library, archival, and museum collections through curated resources (including Finding Aids, LibGuides, exhibits, and other third-party resources) and trainings.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise; Community; Innovation and Entrepreneurship*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Promote innovation, discovery, and academic and clinical excellent across the HMS Community; Extend the local, national, and global impact of HMS to be a force for good for human health.*

**Strategic Objective 12:** Improve accessibility to physical spaces in the library, including advocating for the replacement of heavy and non-automated doors to enter spaces, signage for visually impaired and low vision patrons, and other physical plant improvements.

- *Aligns to Countway Strategic Objective: Collections & Access; Community; Space*

- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 13:** Maintain and promote remote access options for faculty, student, staff, and general public audiences to engage with Countway’s expert information professionals (e.g., remote reference; virtual consultations, events, and workshops and related outreach).

- *Aligns to Countway Strategic Objective: Research, Teaching, & Learning; Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Extend the local, national, and global impact of HMS to be a force for good for human health.*

**Strategic Objective 14:** Continue to audit all content on the Countway website and third-party platforms to ensure national and local accessibility guidelines are met (e.g., captioning, alternate text, low vision).

- *Aligns to Countway Strategic Objective: Collections & Access; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 15:** Strive to work with stakeholders for equitable access and resource costs for all test preparation and question bank materials.

- *Aligns to Countway Strategic Objective: Collections & Access; Community*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment*

## **Goal Statement 5: Complete implementation of Shared Services model with Harvard Library.**

To meet this goal, Countway will define what shared services looks like at Countway Library in the context of the larger Harvard Library enterprise.

**Strategic Objective 16:** Reposition Technical Services within the Shared Services Model.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 17:** Redefining Access Services within the Shared Services Model in a post-COVID-19 and renovation environment.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Object 18:** Engagement with additional Harvard Library units (e.g., Library Technology Services/Digitization).

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Goal Statement 6: Promote a more collaborative working environment across the Countway Library that emphasizes cross-unit working groups and initiatives.**

**Strategic Objective 19:** Encourage inter-departmental working groups and projects.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across HMS Community*

**Goal Statement 7: Countway Library will strengthen our relationship with the Mission Hill Community and foster engagement between the Longwood Medical Area and Mission Hill Community.**

The Countway Library seeks to build a better relationship with the Mission Hill community through targeted outreach and programming built on the articulated needs of the community and their desired level of engagement with Countway and Harvard.

**Strategic Objective 20:** Partner with the Mission Hill community, in alignment with other Longwood Medical Area units, to understand local needs and the desired level of engagement with the Countway Library. This includes outreach to community organizations, libraries, schools, and residents.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Extend the local, national, and global impact of HMS to be a force for good for human health; Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 21:** Develop open-house and community-directed programming both on and offsite. Initial programming could focus on open houses to introduce the community to the renovated library with more targeted programming following later.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Extend the local, national, and global impact of HMS to be a force for good for human health; Build a culture of diversity, inclusion, integrity, and empowerment*

**Goal Statement 8: Integrate procedures and policies which demonstrate commitment to supporting diversity and attracting a diverse pool of applicants in Countway’s recruitment for new and open positions.**

To meet this goal, the Countway Library is committed to recruiting and hiring for diversity. It will do so by building inclusive job descriptions and change how it recruits staff and markets open positions. This includes ensuring comprehensive onboarding and retention efforts.

**Strategic Objective 22:** Create job descriptions using a competency-based approach and the Harvard Human Resources Competency Dictionary.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 23:** Expand how we market, advertise, hire, and retain new colleagues for open positions.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 24:** Develop inclusive onboarding and orientation documentation.

- *Aligns to Countway Strategic Objective: Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Goal Statement 9: Countway will promote its diverse and culturally competent collections.**

To meet this goal, Countway needs to invest time in building, curating, opening, and promoting collections that support diversity and inclusion research, cultural and structural competencies, and cultural humility. This includes processing manuscript and archival collections, articulating museum collection holdings, and building and promoting book collections to support anti-racism.

**Strategic Objective 25:** Utilize features in HOLLIS to populate Countway website with named collections and recent acquisitions to the general and special collections.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community; Enable success through enhanced technology, process improvement, and fiscal discipline.*

**Strategic Objective 26:** Process, open, exhibit, and promote general collections, special collections and archives, and museum collections that tell the story of diversity and inclusion at Harvard.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community & Build a culture of diversity, inclusion, integrity, and empowerment.*

**Strategic Objective 27:** For non-centralized purchasing, utilize Countway's budget to support minority-owned businesses in conjunction with Harvard University/HMS agreements.

- *Aligns to Countway Strategic Objective: Collections & Access; Expertise*
- *Aligns to HMS Strategic Goal: Promote innovation, discovery, and academic and clinical excellence across the HMS Community; Enable success through enhanced technology, process improvement, and fiscal discipline; Build a culture of diversity, inclusion, integrity, and empowerment.*

**Goal Statement 10: Countway Library will proactively seek to expand participation in stakeholder conversations, including but not limited to, those that have an impact on diversity and inclusion at Harvard, and be seen as a strategic partner in opening the Longwood Medical Area campus to a diverse community of users and campus-wide initiatives.**

To meet this goal, Countway staff must expand its participation in diversity and inclusion efforts across Harvard University and the Longwood Medical Area Campus as well as advocate for more staff to participate and serve on working groups, task forces, and committees.

**Strategic Objective 28:** Make historical connections to slavery and race science at Harvard more transparent.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning; Community*



- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Promote innovation, discovery, and academic and clinical excellence across the HMS community*

**Strategic Objective 29:** Foster equity, anti-racism, diversity, and inclusion through hosting a variety of events, programs, book talks, and educational sessions.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning; Expertise; Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Promote innovation, discovery, and academic and clinical excellence across the HMS community; Leverage collaboration across HMS and the Biomedical Ecosystem*

**Strategic Objective 30:** Educate the Longwood area community regarding the library's diversity and inclusion efforts.

- *Aligns to Countway Strategic Objective: Research, Teaching, and Learning*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 31:** Serve on Harvard University, Harvard Library, Harvard Medical School, Harvard Dental School, and Harvard T.H. Chan School of Public Health committees focused on diversity, inclusion, and belonging efforts.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Leverage collaboration across HMS and the biomedical ecosystem*

**Strategic Objective 32:** Serve on Harvard University, Harvard Library, Harvard Medical School, Harvard Dental School, and Harvard T.H. Chan School of Public Health committees focused on other strategic priorities and initiatives.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment; Leverage collaboration across HMS and the biomedical ecosystem*

**Goal Statement 11: Countway Library will support DIBAR training opportunities for staff and visibly promote a work culture that privileges equity over equality.**

To meet this goal, Countway Library must commit to creating open and safe spaces to address diversity and inclusion issues, as well as provide financial support for educational sessions and programming to build individual and group competencies. Additionally, work time should be



acknowledged as an appropriate time to complete these trainings and participate in community efforts.

**Strategic Objective 33:** Incorporate trainings focused on diversity, inclusion, belonging, and anti-racism from Harvard’s Center for Workplace Development, Harvard Library Human Resources, Longwood Medical Area Human Resources, and external providers into all Countway staff performance plans.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 34:** Create all-staff programming opportunities on topics related to diversity, inclusion, belonging, and anti-racism.

- *Aligns to Countway Strategic Objective: Community; Expertise*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 35:** Utilize equity as the guiding principle for developing policies that impact staff, such as Flexwork.

- *Aligns to Countway Strategic Objective: Community*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

## **Goal Statement 12: Countway Library will create a safe space for diverse staff to feel welcome.**

Staff book club discussions and feedback received on the first draft of the diversity plan illustrate that staff are often uncomfortable talking about challenging interactions with both users and colleagues related to race, gender, age, and other primary and secondary dimensions of diversity. For DIBAR efforts to succeed, safe, non-judgmental spaces must be created for staff to engage with one another and mechanisms must be in place to acknowledge and address common issues in the workplace, such as microaggressions.

**Strategic Objective 36:** Recognize and increase awareness and promote the HMS HR process mechanism for reporting and responding to microaggressions, sexual harassment, Title IX, etc., and respecting an individual’s confidentiality.

- *Aligns to Countway Strategic Objective: Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*

**Strategic Objective 37:** Ensure staff are aware of trainings, opportunities, and benefits that everyone has access to. Ensure staff understand Human Resources policies and procedures regarding reporting and follow-up on issues related to Harvard University's policies.

- *Aligns to Countway Strategic Objective: Community; Space*
- *Aligns to HMS Strategic Goal: Build a culture of diversity, inclusion, integrity, and empowerment*