

Hosting Solutions and Library Consulting

www.hslc.org

STRATEGIC PLAN 2020-2022

Partnering for library SUCCESS!

Adopted January 24, 2020

Revised December 11, 2020



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HSLC | **30** YEARS
1988 - 2018
Hosting Solutions and Library Consulting

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METHODOLOGY

Plan Process

The HSLC board conducted strategic discussions at in-person board meetings during 2019 to prepare the current strategic plan. These discussions led to revised mission and vision statements and new goals to expand on those referenced in the 2017-2019 plan.

The Executive Director met with a board subcommittee to discuss methodology, trends and realities for the organization. HSLC management and front-line staff met with the Executive Director separately to provide input into the new strategic plan prior to its adoption.

The board held a planning retreat with the HSLC Executive Director to develop a framework for the strategic plan. The board engaged in strategic planning discussions and determined goals at the annual planning meeting. The strategic plan framework was then moved to the HSLC staff to flesh out key performance indicators, develop accountability methodology and establish project plans. The plan was returned to the board for additional review and approval or further edits/work by the HSLC staff.

After final review by the HSLC staff and board, the board adopted the strategic plan as presented in this document on January 24, 2020.



EXECUTIVE SUMMARY

Executive Summary

HSLC celebrated 30 years of service to the Pennsylvania library community in 2018.

In 1986, the Pew Charitable Trusts approached a loose confederation of health science library directors at ten Pennsylvania educational institutions and proposed that the group apply jointly for a health science library-related resource grant to support a shared library automation system, a MEDLINE search system, development of health sciences computer-assisted instruction (CAI) projects, and other library-related programs. Pew initially awarded a planning grant to hire a grant writer and stipulated that the ten institutions formally organize in order to receive future funding. The group received a Pew grant of 8.7 million dollars in 1987, named the grant writer as the first executive director, hired information technology and support staff members, and in January 1988 formed the Health Sciences Libraries Consortium, a 501(c)(3) educational non-profit corporation.

Throughout its long history, HSLC has served in many valuable and different roles, but one of its most notable roles has been as partner to the Pennsylvania Office of Commonwealth Libraries since 2000 to host and manage statewide library technology and online resources through the POWER Library. Changing roles necessitated a corporate name change, and in 2015 HSLC re-organized under the name Hosting Solutions and Library Consulting to more accurately reflect HSLC's mission.

This planning process has focused on developing the company in service to the Office of Commonwealth Libraries, and also to the larger library community, building on its reputation for getting things done in a timely, professional and reliable manner. The main direction for this plan is to showcase our competencies in areas that are important to the success of libraries, thereby enhancing the financial position of the company.

Conclusion

Through a combination of branding and brand awareness, service commitments and strategic marketing, HSLC will achieve its goals to become recognized as a premier partner for Pennsylvania libraries.

CORE BELIEFS

HSLC expresses its core beliefs through its:

Mission

HSLC contributes to the success of libraries by delivering technical solutions and consulting services.

Vision

To be the ultimate resource for academic, public, school and specialized libraries.

Tagline

Partnering for library success!

Customer Service Philosophy

HSLC is inclusive.

HSLC employs a diverse and inclusive workforce, welcoming people of all backgrounds.

HSLC is experienced in working with diverse populations.

HSLC presents its products and services with the utmost of accessibility in mind.

HSLC is dedicated.

HSLC is knowledgeable, courteous, and responsive to client needs.

HSLC provides timely, reliable, and consistent support.

HSLC is trustworthy.

HSLC is a non-profit organization, and therefore is not driven by profit motives.

HSLC serves with integrity and is accountable to its clients, through open communication and effective use of resources.

HSLC is listening.

HSLC solicits client input on matters important to development and delivery of our products and services.

HSLC is accessible to its clients for regular and emergency support response via mail, telephone, fax, a web-based help desk, and email support systems.

ELEVATOR PITCH

Describing Who We Are

HSLC is passionate about libraries. With over 30 years of experience designing and providing solutions for libraries, HSLC strengthens libraries as trusted partners with their communities by providing:

POWER Library including a Statewide catalog, 24/7 Chat services, Databases, Photos and Docs, and Shared purchase opportunities, such as ebooks.

Examples relevant to audience:

- K12 –Group purchase
- Public – POWER Library
- Academic – Chat or Photos and Docs
- Specialized – Photos and Docs

CLIENTS

Describing Who We Serve

Current Clients

- Pennsylvania Department of Education: Office of Commonwealth Libraries
- Pennsylvania School Librarians Association
- PA Liberty Ebook Project

Potential Clients

- Pennsylvania Libraries
 - School Libraries (K-12)
 - Public Libraries
 - Academic Libraries
 - Special Collection Libraries
- School Administrators and School Communities
- Vendors that serve libraries
- PaLLS – Pennsylvania Integrated Library System
- IDS – Pennsylvania Inter-delivery Service
- PA Digital – Pennsylvania’s statewide hub connection to the DPLA
- Other State Libraries
- Libraries in other states
- Library consortia
- Connected Library Consortium

Key Stakeholders

- Office of Commonwealth Libraries
- Access PA/POWER Library Participant Libraries
- Pennsylvania Public Libraries
- Pennsylvania K-12 Institutions
- Pennsylvania Academic Institutions

OVERVIEW OF GOALS

Plan Goals

HSLC will focus on the following goals to achieve success as a premier service provider and partner to libraries.

Goal #1

HSLC will cultivate relationships

- Strengthen relationship with the Office of Commonwealth Libraries
- Join related professional organizations as Institutional Members

Goal #2

HSLC will promote and support continuing education

- Build staff skills in Open Education Resource content creations
- Leverage Standards for Excellence accreditation
- Hire additional resources (staff or 1099 contractors)
- Add in-house Network/Cyber/Web Design certifications and credentials

Goal #3

HSLC will expand Group Purchasing opportunities

- Identify and respond to K12 Group Purchasing needs
- Identify and respond to public library Group Purchasing needs

Goal #4

HSLC will promote, support, and build the company

- Develop marketing plan
- Market training and content creation products
- Express Diversity, Equity and Inclusion priorities throughout the organization

GOAL #1

Goal #1 - HSLC will cultivate relationships

Action #1 –

Strengthen relationship with the Office of Commonwealth Libraries

Start Date:	January 1, 2020
Completion Date:	December 31, 2022 (ongoing)
Measurement:	Meeting Interactions; Proposal Award
Status Reporting:	Monthly
Project Management Plan:	Quantify and track number of direct interactions With OCL staff; Win RFP
RACI Matrix:	
Responsible:	Management Staff
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Action #2 –

Join related professional organizations as Institutional Members

Start Date:	January 1, 2020
Completion Date:	December 31, 2022
Measurement:	Increase by not less than one membership each year
Status Reporting:	Updates to HSLC Website: https://www.hslc.org/institutional-memberships/
Project Management Plan:	Quantify and track number of membership and value Presented to HSLC as a result
RACI Matrix:	
Responsible:	Management Staff
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

GOAL #2

Goal #2 - HSLC will promote and support continuing education

Action #1 –

Build staff skills in Open Education Resource content creations

Start Date:	January 1, 2020
Completion Date:	December 31, 2020
Measurement:	Staff Implementation Planning
Status Reporting:	Quarterly
Project Management Plan:	Prepare Plan – Identify Target Clients
RACI Matrix:	
Responsible:	Library Services Team
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Action #2 –

Leverage *Standards for Excellence* accreditation

Start Date:	July 1, 2020
Completion Date:	June 30, 2021
Measurement:	Identify/Prepare training modules for small-medium libraries
Status Reporting:	Quarterly
Project Management Plan:	Develop 2 modules for training of staff or trustees
RACI Matrix:	
Responsible:	Library Services Team and Management Team
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

GOAL #2

Goal #2 - HSLC will promote and support continuing education

Action #3 –

Hire additional resources (staff or 1099 contractors)

Start Date:	July 1, 2021
Completion Date:	December 31, 2021 (ongoing)
Measurement:	Hire 1-2 expert specialists as adjunct resources; in-house training
Status Reporting:	Semi-annually
Project Management Plan:	Recruit based on product offerings identified
RACI Matrix:	
Responsible:	Director of Library Services
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Action #4 –

Add in-house Network/Cyber/Web Design certifications and credentials

Start Date:	July 1, 2020
Completion Date:	December 31, 2021 (ongoing)
Measurement:	Hire 1-2 expert specialists as adjunct resources; in-house training
Status Reporting:	Quarterly
Project Management Plan:	Develop 2 network products needed by small-medium libraries
RACI Matrix:	
Responsible:	Network Services Team and Management Team
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

GOAL #3

Goal #3 - HSLC will expand Group Purchasing opportunities

Action #1 –

Identify and respond to K12 Group Purchasing needs

Start Date:	January 1, 2021
Completion Date:	December 31, 2021
Measurement:	Survey needs of target audience; prepare responsive products; track enrollment
Status Reporting:	Semi-annually
Project Management Plan:	Develop 2 volume pricing opportunities
RACI Matrix:	
Responsible:	HSLC Management Team
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Action #2 –

Identify and respond to public library Group Purchasing needs

Start Date:	January 1, 2021
Completion Date:	December 31, 2021
Measurement:	Survey needs of target audience; prepare responsive products; track enrollment
Status Reporting:	Quarterly
Project Management Plan:	Develop 2 network products needed by small-medium libraries
RACI Matrix:	
Responsible:	HSLC Management Team
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Goal #4 - HSLC will promote, support, and build the company

Action #1 –

Develop marketing plan

Start Date:	July 1, 2021
Completion Date:	December 31, 2022
Measurement:	Analyze marketing strategies; develop plan; implement plan
Status Reporting:	Quarterly
Project Management Plan:	Identify strategy and implementation plan (including SEO)
RACI Matrix:	
Responsible:	Deputy Director
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Action #2 –

Market training and content creation products

Start Date:	January 1, 2022
Completion Date:	December 31, 2022 (ongoing)
Measurement:	Engage not less than 2 new clients per year
Status Reporting:	Quarterly
Project Management Plan:	Advertisement; Updates to HSLC website
RACI Matrix:	
Responsible:	HSLC Staff/Independent Contractors
Accountable:	Executive Director
Consulted:	HSLC Staff
Informed:	Board of Directors
Accountability Plan:	Bi-annual update to Board of Directors

Plan for Follow-through

HSLC management will be responsible for updating the Board of Director on completion or challenges in meeting plan Goals and Action items.

Plan updates on Action Items will be provided to the HSLC Board of Directors on a bi-annual basis in June and December, or more frequently during regular board meetings.

June reports will factor into the adoption of the annual budget.

Adjustments and additions to the plan will be identified at the annual Board Retreat/Planning sessions.

2019 Board of Directors

Chair

Ann Snowman, Head of Access Services and User Services Training Program, Penn State University Libraries

Vice Chair

Ashley Flynn, Library Director, Cambria County Library

Secretary

Donna Beck, STEM and Health Sciences Librarian, Gumberg Library, Duquesne University

Treasurer

Anne Frank, Director, Wissahickon Valley Public Library

Immediate Past Chair

Deborah Drury, Executive Director, Elizabethtown Public Library

Members

Brianna Crum, District Consultant, Dauphin County Library System

Lisa Lopez-Carickhoff, Director of Libraries and Information Services, The Baldwin School

Karen Sterling, Library Media Specialist, Pennridge North Middle School

Randy Ziegenfuss, Ed.D., Superintendent, Salisbury Township School District

2019 HSLC Staff

Executive Director

Maryam Phillips phillips@hslc.org

Deputy Director

Vincent Mariner mariner@hslc.org

Director of Network Services

George Carey gcarey@hslc.org

Director of Library Services

Doreva Belfiore belfiore@hslc.org

Library Services Team

Tracy Carey, Chat Support Specialist
Courtney Dalessandro, Interlibrary Loan Specialist
Mary Lynn Kennedy, Electronic Resources Specialist
Martha Payne, Cataloging and Metadata Specialist

Network Services Team

Soumitra Kayal, Systems Manager
Maxfield Shortte, Systems Administrator

Support Staff

Charmain Eubanks-Thomas, Accountant
Marjorie Sommerville, Administrative Assistant