

Historical Society of Pennsylvania
Strategic Vision and
FY2017-2019 Business Plan

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Contents

Introduction.....	1
Strategic Context.....	2
Key Findings.....	4
Mission.....	9
Vision.....	9
Values	9
Audiences.....	10
Programmatic Pillars.....	10
Goals and Strategies.....	12
Programs and Activities	15
Long-Term Operations.....	23
FY2017-2019 Operations and Business Plan	24
Long-term Sustainability	24
Projected Operations	25
Appendix A. The Collections of the Historical Society of Pennsylvania.....	26

Introduction

The Historical Society of Pennsylvania (HSP) has articulated a new mission and vision for impact. This vision represents a transformative moment for HSP. The coming three years will be a proof-of-concept phase, in which HSP seeks to demonstrate its ability to implement the strategic vision as set forth in the plan and to establish a long-term sustainable business model to support that vision.

HSP began this journey in 2015, when it began an institution-wide discussion about a new vision for HSP's future. A strategic planning committee was then convened to guide the discussion, and TDC, a Boston-based nonprofit consulting firm, was engaged to facilitate the process.

The planning committee members were:

- Majid Alsayegh, Treasurer, Vice Chair for Planning and Finance
- Alice L. George, Vice Chair for Collections and Programs
- J. Rudy Lewis, Councilor
- Walter M. Licht, Councilor
- David A. Othmer, At-Large Member of the Executive Committee
- Page Talbott, Former President and CEO
- Bruce Fenton, Chairman of the Board, ex officio committee member

Strategic Context

The Historical Society of Pennsylvania is a critical node in the network of institutions that care for the primary source materials that document our nation's history: state and regional historical societies. Located in the nation's birthplace, HSP has a particularly important role in this network as the steward of a history that has profound meaning for the country as a whole. Moreover, HSP is charged with the continued collection of materials that document the contemporary stories and concerns of a vital urban center and its surrounding region: Philadelphia and southeastern Pennsylvania.

The importance of HSP's role has not diminished, but like many of its peer institutions, its business model has grown continually more tenuous. Over the past two decades, the costs of stewarding historic collections have grown as practices have advanced and professionalized. The latest manifestation of costly advancement is the call to digitize collections and make them available online.¹

At the same time, historical societies have been confronting the essential challenge of relevance. HSP has struggled to answer this challenge effectively, and has seen a decreasing base of membership and philanthropic support. These trends have resulted in mounting financial pressures from both the cost and revenue sides, and have caused HSP to trim its operation to the bone. This attrition has resulted in a highly constrained institution with limited capacity to address priorities beyond its core obligations. Its profile among peers, scholars, and local cultural audiences has diminished over time.

In response to this strategic context, HSP has articulated a vision that goes straight to the question of relevance. To HSP, history and the stories that are told in historical documents remain highly relevant to the social, political, and cultural discourse of the nation. HSP believes that it can make a significant contribution to that discourse by connecting more people to history and do it in ways that themselves are relevant to current methods of research.

American history is complex and multifaceted. It is critical to the truthful telling of that history that Americans from all walks of life understand that their stories and those of their ancestors are an integral part of the grander story. HSP has a collection diverse enough to allow all Americans to recognize themselves and their forbears in the national story. This diversity also allows people to recognize and respect different interpretations of history. In a society marked by divisive rhetoric that moves at the speed of a mouse click, it is critical that more participants in discourse have the capacity to appreciate multiple viewpoints.

¹ TDC, *Building a Sustainable Future for History Institutions: A Systemic Approach* (2015).

HSP has the great opportunity to help shift the national discourse in the minds of people it touches through its programming. Realizing this opportunity will only be possible through a re-alignment of its business model.

Key Findings

To inform the articulation of HSP's vision, the committee considered a number of factors:

- HSP's current programs and collections as well as their place in the study of American history, ranging from 17th century settlement to 21st century genealogical resources.
- Competition and partnership opportunities in the Philadelphia marketplace
- The experience of peers around the country successful with audience engagement and donor cultivation

To explore these areas, TDC conducted interviews with HSP staff, historians, leadership of Philadelphia cultural institutions, and leadership at peer institutions nationwide.

What are the strengths of HSP's collections?

HSP's collection is known for its massive size and for its treasures, such as the first draft of the U.S. Constitution, an original printer's proof of the Declaration of Independence, and the earliest surviving American photograph.

Beyond the treasures, the collection's value lies in its breadth. HSP's materials illuminate the lives of the elite and the common man alike, recording all aspects of daily life: employment agency listings, hospital registrations, orphanage rolls, social service visit notes, prison inspection reports. Adding to this richness, the Balch Institute of Ethnic Studies collection provides a deep core of materials on ethnic and immigrant studies. Through this breadth, HSP's collections are relevant to the experience of all Americans.

This ability to tell the stories of everyone makes HSP's collection a resource for all who wish to discover, study, and relate those narratives. These researchers include scholars but also a wide range of people who bring history to life, including writers, artists, filmmakers, journalists, educators, and public historians.

In addition, HSP has proven its worth as a resource for family historians. HSP holds the collections of the Genealogical Society of Pennsylvania, and recently initiated a partnership with FamilySearch, the online genealogical service of the Mormons. With the help of FamilySearch volunteers, HSP has been able to digitize its manuscript collection catalogue, further mining the collections for their value to family historians.

What are the strengths and weaknesses of HSP's current programs?

HSP's current programs evidence the intent to engage a broad audience with history. Notable programs include:

- *An Artist Embedded*: A long-term partnership with a resident artist who creates and performs an original artwork based on HSP's collections.

- *Created Equal?:* A series of programs discussing topics showing the continued struggle for diverse populations to live in harmony in the United States
- *School tours:* A program of school tours and outreach visits, exposing Philadelphia public school students to primary source research.
- *Digital History Projects:* A series of online interactive exhibitions of HSP collections.
- *PhilaPlace:* A website that features stories and archival materials that uncover the histories of Philadelphia’s neighborhoods.

While HSP’s commitment to public outreach is evident, results have been limited. With constrained resources, marketing efforts are modest. Reliant on grant support, HSP has had to discontinue promising programs, and the program mix has been eclectic, designed around funder interest rather than focused themes. It has been impossible to build brand awareness, lacking consistency of offerings and the resources to spend adequately on marketing.

What is the local landscape for history-based institutions in Philadelphia?

The environment for history organizations in Philadelphia is competitive. There are numerous choices for cultural audiences and donors. As is common throughout the country, most organizations are dependent on contributed revenue to address negative margins on programmatic activities.² Organizations must be innovative in their programming and dogged in their relationship building to be successful in the philanthropic market. Interestingly, Philadelphia has become in recent years a hotbed of discussion on strategic partnerships in the cultural arena. A decade ago mergers were a strategy pushed by foundations. Today, more and more organizations are considering mergers and collaborative programming as an option in a competitive marketplace.

How do peer organizations engage audiences and donors?

TDC reviewed the following historical societies and special collections libraries to understand their programs, business models, and degrees of success.³

- American Antiquarian Society
- Chicago History Museum
- Heinz History Center
- John Carter Brown Library
- Massachusetts Historical Society
- Newberry Library
- New England Historic Genealogical Society
- New-York Historical Society

² TDC, *Capitalization, Scale, and Investment: Does Growth Equal Gain?* (2015)

³ The Chicago History Museum and the Heinz History Center both shed the label “historical society” but both have roots in that identity.

We also investigated other organizations with history-based programs but without roots as a historical society or special collections library, including:

- Gilder Lehrman Institute
- Hutchins Center at Harvard University
- History and Public Policy Program at the Wilson Center
- National Constitution Center
- Omohundro Institute
- Lower East Side Tenement Museum

We found a number of trends among the most successful of these institutions.

Individual donors are critical. Philanthropic support from individuals is an essential component of revenue for the success of all of these institutions. Individual support has many benefits.

- *Scale.* Major gifts can be sized at a scale to fund significant change for an organization. Individuals can develop strong connections to an institution, and those with the capacity can bestow game-changing resources. In our interviews with institutions that have gone through turnaround, early investment from individual donors was a key to success.
- *Flexibility.* It is challenging for cultural institutions to earn surpluses over program costs to put toward overhead. Significant general operating grants for cultural organizations are rare. Contributions from individuals are a vital source of flexible revenue that organizations can put toward their operations. As shown in HSP's experience, restricted program grants can lead to inconsistent operations, which has a detrimental effect in the long run.
- *Longevity.* Long-term major donors can bestow endowment gifts. For collecting institutions, endowments are an essential part of a healthy revenue mix, matching the perpetual stewardship obligation that they have to their collections. For the most part, endowments are the result of deep relationships with many individual donors.

TDC observed peers with different types of primary revenue drivers, including major donors, endowment, and affiliate support. All of these, however, were pursuing major donor support, either to diversify their funding, afford greater flexibility in setting goals, or cultivate toward endowment campaigns.

HSP has had limited success with major donors in the past five years of records reviewed by TDC. However, these results may be tied more with execution than opportunity. For two years, there has been no development director to lead a young staff. At the same time, a review of HSP's qualified member lists shows that the institution has relationships with well-resourced potential donors. With skilled cultivation, these relationships have the potential to turn into a robust fundraising pipeline.

Scale matters. Peers who were able to capture donor interest did so with ambitious program goals. Scale was demonstrated in a number of ways:

- A national program with brand-name partners
- A promise to serve a large number of beneficiaries, e.g. 50% of the students in the city, history teachers in all 50 states, etc.
- Discipline-building research publications, scaled to provide core reference materials that would serve as a foundation for a new area of study
- Maximizing the reach of 21st century technology, including online resources, is crucial.

Range matters. Most successful organizations had a multi-pronged strategy for programs. One interviewee called his institution a “one-stop shop” for history, where visitors can engage with history by walking through galleries, conducting genealogical research, or getting their historical artifacts appraised. Even institutions known as private research libraries were finding artifact and art exhibits useful ways to engage with donors.

We did observe some successful peers with a narrow scope of programming, addressing only a scholarly audience. However, each of these organizations had an unusual circumstance that allowed this narrow scope, such as a university subvention or a unique earned revenue stream.

Scholarship matters. While a narrow focus on scholars is advisable only for a few organizations, many organizations noted that the involvement of scholars was critical to their success. Interviewees noted that donors and program participants were excited by access to cutting edge thinkers and writers, particularly through intimately scaled events – such as seminars or major donor cultivation events.

To attract the participation of scholars, organizations were taking on the qualities of university-affiliated research centers: sponsoring fellowships, research symposia, and publications. More importantly, they have active scholars on staff, as curators, librarians, and research directors. HSP’s limited ability to promote its programs extends to the scholarly audience. In interviews with historians, TDC found that HSP has a low profile in the scholarly community. The good news was that outreach to scholars is relatively inexpensive, and humanities scholars could be attracted through fellowship funds and opportunities to present new research.

Genealogy can pay. Genealogy has grown exponentially over the past decade, through the advent of genealogy websites and the popularity of broadcast television series. Many nonprofit genealogical societies are quite modest in scale, including the Genealogical Society of Pennsylvania. However, one institution’s experience did prove that a focus on genealogy could result in tens of thousands of members and a successful multimillion-dollar campaign. More

general historical societies are taking notice of the opportunity, and noted that they are planning on serving genealogists more intentionally going forward.

Pennsylvania is a key place for family historians. Philadelphia was a major port of entry for immigrants in the 17th, 18th, and 19th centuries, and continues to be a center for new Americans. In surveys of FamilySearch members, Pennsylvania is perennially among the top three states listed as areas of interest. As the largest genealogical repository in Pennsylvania, HSP is well positioned to capitalize on this surge in interest. Interviewees noted that the addition of a well-known genealogical researcher in the family history community would be a key investment to attract the attention of donors.

An international focus would be unique. HSP has explored an international direction for its programs through pilot programs with foreign groups. Through discussion with peer institutions, TDC discovered that a focus on international dialogue would be unique among historical societies. Researchers studying immigrants and their countries of origin reported that an international direction would be quite interesting to them. There is a potential for HSP to pursue research projects that connect American family history with originating countries. HSP also has the opportunity to make connections with American studies departments at overseas academic institutions and libraries.

Informed by these research findings, HSP conceived of a new mission, vision, and programmatic strategy.

Mission

HSP aims to make history relevant and exhilarating to all.

Vision

HSP will achieve its mission by:

- Being a voice that catalyzes informed dialogue on contemporary issues and that inspires the curiosity to delve into history and share its stories.
- Conducting, facilitating, and disseminating primary research in partnership with underrepresented communities and those who study them.
- Becoming the leading center for genealogical research to highlight the stories of all people.

By fulfilling this vision, HSP will:

- Inform and advance the debate on such contemporary issues as immigration, terrorism, the role of government, women's rights, religious freedom, economic fairness and access to education in the United States and beyond. Use the latest technology to achieve this.
- Expand the availability of relevant historical resources for people who are members of underrepresented groups in terms of race, ethnicity, class, gender, sexuality, and other forms of identity.
- Inspire young people around the world to see themselves as a part of history and to participate in civic life.

Values

- History matters. America's past offers lessons for people here and around the world.
- History is alive. Yesterday's actions cast shadows on the present, while today's decisions shed new light on the past.
- History includes us all. Every American's story is a part of American history, and all Americans should have access to their own heritage.
- History informs culture and identity. By learning the roots of cultural identity, we choose strength in diversity over fragmentation and isolation.
- History must be documented and communicated. The Library's greatest asset is its collection. Its greatest value is in using its collection wisely.

Audiences

HSP will reach out to all people who wish to learn more about their own histories and the context that history provides to today's challenges and opportunities, including:

- Young learners
- Lifelong learners
- Family historians (particularly those from non-dominant groups)
- Underrepresented communities and the institutions that serve them
- Civic, community, and corporate leaders

HSP will actively serve and partner with those who illuminate the relevance and excitement of history to reach the above audiences, including:

- Scholarly researchers who add to the body of knowledge concerning American history, especially those who cast new light on the lives of often-overlooked Americans
- Writers, artists, filmmakers, journalists, and public historians who bring history to life
- Educators who introduce young people to the importance of history

Programmatic Pillars

HSP's primary strategies to achieve its vision are its three programmatic pillars:

The Library of American Experience

The Library of American Experience manages stewardship of and access to HSP's collection. Through the Center on Family and Community History, the Library provides dedicated support for family historians, and aims to be a nationwide resource for those seeking information about their ancestors, no matter where in the world they lived.

The Library's programs will include:

- Curators who actively collect materials in three key areas: family history, immigrant and community history, and Early American and Pennsylvania history.
- Collections Services, which cares for HSP's collections and provides the intellectual controls that allow access.
- Library Services, which manages access for researchers of all types and levels, from scholars to writers and journalists to family historians.
- The Center on Family and Community History, which provides users with the skills and tools to discover the histories of their own families and communities, helping individuals trace their ancestry within nations around the globe.
- Cutting edge online resources that span the world.

The Balch Institute for the Study of American Identities

The Institute will aim to conduct and facilitate research focused on American identities, particularly those populations that are underrepresented in the historical record. The Institute will operate in the traditional scholarly sphere but also conduct primary research in partnership with its communities of interest.

The Institute's programs will include:

- National Research Projects that contribute to the body of scholarship focusing on underrepresented communities
- Community Research Projects in which the Institute partners with one or more community-based organizations to collaboratively preserve and communicate that group's history
- Scholarly Programs, Publications, and Fellowships that advance the research and training of scholars in American history, particularly those studying underrepresented communities
- Collaborations with artists, writers, scholars, filmmakers, and the creative community to frame the past in unique ways and to reach a broader audience.

The Center for Public History and Education

The Center will communicate the connection between contemporary issues and historical context for a wide audience of teachers, young people, and lifelong learners in the United States and beyond. The Center will reach current and emerging civic leaders and educators, and actively collaborate with artists, writers, scholars, and all who creatively interpret history for a wide audience.

The Center's programs will include:

- Public Programs that bring audiences together with compelling thinkers who can discuss the historical context for current-day events with the opportunity for discussion and debate
- K-12 Programs that empower teachers and young people to research their community histories by reading primary source documents, taking oral histories, using genealogical methods to identify historical individuals, reading historical scholarship, speaking with historians, and mining internet resources.
- International Programs that collaboratively enable people from all over the world to learn from American achievements and failures through onsite events and an array of digital resources and online discussions

More details on the programs that will be undertaken by the Library, Institute, and Center, and their operations are provided in the Programs and Activities section below.

Goals and Strategies

HSP has articulated a bold new mission to make history relevant and exhilarating to everyone, and a vision in which HSP helps advance a dialogue on contemporary issues through a focus on underrepresented groups. To realize this vision, HSP requires a complete transformation to its programs, constituencies, and organization. The following goals and strategies are provided to offer a guide to the major areas of change required.

Goal 1. Be a nationally recognized educational and research institution that is known for covering 400 years of American history.

To realize these goals, HSP will:

1. Establish the Balch Institute for the Study of American Identities as a leading voice in the field of history scholarship through its Research Projects, Community History Projects, and Academic Programs.
2. Establish the Center for Public History and Education as a leading resource in history education through its K-12 curriculum program in Pennsylvania and internationally and in teacher professional development for Pennsylvania social studies teachers.
3. Continue serving a wide range of researchers through the Center of Family and Community History.
4. Acquire new collections to support the programs of the Institute, the Center, and the Library.
5. Ensure that the collection is well stewarded.

Goal 2. Demonstrate the relevance and value of HSP through the focus, scale, and impact of its programs.

To realize this goal, HSP will:

1. Build on the organizing principles of American identity, Family History, and Community History, pinpoint target audiences and build coordinated programs across departments.
2. Pursue funding strategies and donor networks that will allow HSP to achieve multiple levels of impact for target audiences over time.
3. Build HSP's brand identity through effective marketing and large-scale signature programs.
4. Include digital and broadcast components in all HSP programs across departments, where appropriate and feasible.

Goal 3. Establish global networks and relationships with prominent and emerging civic leaders, scholars, thinkers, and educators; and with other institutions that illuminate the American experience.

To realize this goal, HSP will:

1. Engage advisory committees for each new Balch Institute research initiative, drawn from national and international leaders, scholars, thinkers, and educators
2. Initiate community history programs that collaborate deeply with local communities.
3. Build an intellectual community through Balch Institute Academic Programs.
4. Form an education committee to inform the work of the Center for Public History and Education.
5. Form partnerships with American studies departments, researchers, and educators interested in Balch projects, family history, and HSP curricula.

Goal 4. Acquire leadership, expertise, resources, and collections to support HSP's programs.

To realize this goal, HSP will:

1. Broaden HSP's capacity in research to build networks among active historians and to design impactful research projects
2. Expand HSP's curatorial capacity to collect actively in strategic areas and to support researchers
3. Re-allocate and expand capacity in the Library to support researchers effectively and to conserve and process collections responsibly
4. Acquire expertise in designing public programs that build awareness and engagement with members and potential donors
5. Acquire expertise in communications to establish and maintain HSP's new brand
6. Add leadership in development to build HSP's donor relationships
7. Build HSP's capacity in operations, IT, human resources management, financial management, and event support
8. Adjust facility allocations to allow adequate space for research support and public programs

Goal 5. Create local and national relationships with philanthropic individuals and institutions that share HSP's vision and convert them into supporters and partners.

To realize this goal, HSP will:

1. Build a robust program of adult education seminars that engage lifelong learners in unique and in-depth learning
2. Initiate HSP annual signature programs, which are well known citywide and which communicate HSP's vision broadly
3. Increase capacity in its development department by hiring a dedicated development director and major gifts officer
4. Build a shared culture of philanthropy in the staff and board, recognizing that the core of HSP's business model lies in boosting contributed revenue by attracting members and cultivating major donors

Programs and Activities

Balch Institute for the Study of American Identity

The Balch Institute consists of three main programmatic lines: Research Projects, Community History Projects, and Academic Programs.

Research Projects. The centerpiece of the Balch Institute's work will be research projects. Imagined on a five-year cycle, research projects will be the opportunity for HSP to dive deeply into a subject area. The plan assumes that the Institute will have three research projects active (at different stages of the cycle) when it is up and running at full capacity. Subjects will be strategically chosen based on relevance to current-day topics and on areas of high interest among researchers. The pilot research project will focus on Philadelphia's Latino community. An international subject is under consideration for the second project, in which HSP conducts immigrant history research that connects American immigrant narratives with their places of origin.

HSP will provide the research community with value by developing new research tools; convening leading and emerging scholars to present new research; and providing support for researchers working in the subject at hand. Value will accrue back to HSP through the development of active networks of researchers. The results of research projects will be disseminated through multiple vehicles, including digital, print publications, academic conferences and seminars, and public programs.

Community History Projects. HSP will adapt and combine the programmatic models developed by Erin Bernard at the History Truck and HSP's Small Repositories program. Ms. Bernard is already on board as a key collaborator for the Latino research project. Ms. Bernard as the Community History Director will convene social gatherings to meet community members, and follow their lead to identify research themes. A Field Archivist will work with community-based institutions to inventory collections and advise on conservation and preservation issues. This work will result in exhibitions and public programs to share the results with the community and Philadelphia residents at large. There is an opportunity to work with graduate students to expand HSP's capacity for community history projects. Ms. Bernard already works with students at the University of the Arts in this way. At a future point, HSP could expand its community history project work to communities outside of Philadelphia.

Academic Programs. The Balch Institute will be the center for HSP’s services for academic researchers. These will include publications, research fellowships, and a monthly colloquium, in addition to the seminars and conferences included in Research Projects.

HSP will expand its fellowships program to include more and longer fellowships. Market research indicated that there are limited opportunities for humanities scholars to have long-term fellowships, and the offering of such fellowships boosts an institution’s cache in the academic world. With a more robust library operation and focused identity, HSP will become eligible for more NEH and foundation support for research fellowships.

Finally, the Institute will host an ongoing colloquium that brings together HSP fellows, local Philadelphia scholars, and periodically out-of-town scholars. This colloquium will be the centerpiece of HSP’s intellectual community, and it will also provide the Research VP a way to interact with scholars from across the country.

Program output assumptions: Balch Institute for the Study of American Identity

	Year 1	Year 2	Year 3
Research Projects	Latino Project Yr 1	Latino Project Yr 2	Latino Project Yr 3 International Project Yr 1
Community History projects	2 projects	2 projects	3 projects
Fellowships	14 short-term	2 long-term; 14 short-term	6 long-term; 20 short-term
Colloquium	Plan and promote	Launch monthly colloquia	Continue
Outputs: total events/year	8	23	29
Outputs: public event attendees		500 Latino project launch event; 400 other public events	400 other public events
Outputs: research seminar attendees	120	120	240
Outputs: Community History exhibitions	200	200	300
Outputs: colloquium attendees		500	500

Center for Public History and Education History

The Center has three primary functions: K-12 curriculum, adult education, and programs and exhibits. The vision for the Center builds on and focuses HSP's current educational activities. The Center's staffing includes digital programs expertise, allowing HSP to include a robust digital component of all programming in the Center and the Institute.

K-12 curriculum. Education is a key need in Philadelphia. While educational activities have limited opportunity to earn revenue, they are often key to explaining to donors the value of the institution. Moreover, there is great need to make humanities education engaging to students, and to create low-cost professional development opportunities for teachers in Pennsylvania.

The Wells Fargo grant allowed HSP to restart its program of K-12 group tours and outreach visits to classrooms. However, with one dedicated staff member, the program could touch the lives of students but not draw significant meaning from those interactions. In the Center for Public History and Education, the primary goal for HSP's K-12 work is to develop and test new curricula based on HSP's collections and original research. The onsite tours and classroom outreach are conducted in order to test new curricula. These materials will also serve to enhance HSP's online presence and publications to target engagement with teachers.

Starting in year 3, the Center will begin adapting curricula for international audiences. Similar to the US program, HSP will identify partner schools to test and pilot the curricula. HSP could take a high school level curriculum and adapt it for use in an undergraduate class. The topic for the curriculum ideally will be relevant to both American history and the history of the partner school's home country. The pilot experience could include a visit by HSP-sponsored educators and facsimile primary source materials to the home classroom of the students as well as a visit by the students to Philadelphia to see the documents first hand.

Schools will be targeted for memberships in order to access these programs for their classrooms. Membership will also be a vehicle through which teachers will be engaged in teacher seminars – a part of the Adult Education program described below. In addition to the curriculum development program, HSP will continue to participate in National History Day.

Program output assumptions: K-12 Curriculum

	Year 1	Year 2	Year 3
National History Day	Recruit mentors to expand program	Continue	Continue
Curricula	Mine existing materials to design and test 4 new curricula	Create and test 4 new curricula on Latino and existing materials	Create and test 4 new curricula on Latino and existing materials
International school groups			Adapt and test 1 guide for intl audience
Outputs: US school groups sessions (tours and classroom visits)	32 sessions; 800 student engagements	32 sessions; 800 student engagements	32 sessions; 800 student engagements
Outputs: Intl school groups			4 sessions; 200 student engagements
Outputs: curricula	4	8	12 + 2 intl

Adult Education. The Center will launch an adult education program to offer lifelong learners and teachers who do not wish to do their own research a way to engage deeply and meaningfully with HSP. The vision for this program was based on the seminar program at the Newberry Library and teacher training at Gilder Lehrman. Both of these organizations enlist scholars as teachers, allowing adult students to feel as though they are returning to university and keeping abreast of the latest developments in history scholarship today. The seminar series can be easily adapted to serve general adult learners and teachers. It is also a new way for HSP to provide support for and engage with scholars by hiring them as faculty.

Program output assumptions: Adult Education

	Year 1	Year 2	Year 3
Seminars	Plan and recruit teachers	6 one-day seminars for teachers; 1 three-day conference for teachers; 4 ten-week seminars for lifelong learners	10 one-day seminars for teachers; 1 three-day conference for teachers; 6 ten-week seminars for lifelong learners
Seminars - # teacher and lifelong learner slots		280	440

Programs and Exhibits. The Center will manage the production of signature public events. The goal for signature events will be to attract a broad public audience, gain name recognition, become a civic tradition, and create the opportunity for corporate sponsorship. Ideas for signature events include:

- Constitution Day: an annual open house when HSP displays the Constitution
- Family History Day: an annual weekend geared toward family historians
- Debate Day: an outdoor festival of free speech
- Archive Day: an *Antiques Roadshow*-like event where people show off their historic documents

During the proof-of-concept phase, HSP will launch a signature program called “Becoming U.S.” This program will use civic dialogue to unearth individual stories about immigrants to the United States who have added new threads to the tapestry of our nation’s and our city’s history. The programs and exhibits staff will also provide support for other areas of HSP to design and implement public programs.

Program output assumptions: Signature Programs

	Year 1	Year 2	Year 3	Year 4	Year 5
Signature Programs	1	2	2	3	3
Outputs: Signature event attendees	1,000	3,000	5,000	6,000	8,000

Library of American Experience

The Library consists of three primary functions: Collecting (activities related to building the collection), Collections Services (activities related to existing collections), and Library Services (activities related to readers and researchers who access the collections, including genealogists). Each of these functions has a component that is digital. The Center for Family and Community History, led by the Curator of Family History, is a focal point at HSP for genealogical research, acquisitions, and programs.

HSP's relevance to the larger cultural dialogue is demonstrated by the active use of the collections by academic, professional, and amateur researchers. HSP already has an active reading room with many researchers of all stripes using the collection. However, HSP has barely enough capacity to handle this use, and cannot go beyond the day-to-day to support, promote, expand, or capitalize on this research activity. This lack was reflected in limited awareness of HSP's collections even among active researchers in American immigrant history.

HSP's lack of capacity in its library is shown in a comparison with the Newberry and Massachusetts Historical Society (MHS).

Institution	Collections Services Staff	Library Services Staff	Other Library staff	OPAC records ⁴	Readers/Visits	Reference responses
HSP	3	8	8 ⁵	296,487	1,214/4,259	11,770
MHS	11	14 ⁶		197,696	1,049/2,832	2,639
Newberry	28	19	8 ⁷	868,810	3,929/14,723	12,047

Source: Independent Research Libraries Association for FY2014

The plan outlines capacity expansion for each element of the Library's functions to enable HSP to achieve its strategic goals.

Collecting. To acquire the resources needed to achieve its mission and vision of relevance and engagement, HSP requires the ability to collect new materials proactively. For example, while HSP has a strong foundation in immigrant materials through the Balch collection, it has the opportunity to build its holdings in 20th and 21st century immigration. HSP requires curatorial staff and increased acquisitions budgets to advance its collecting activities, including born-digital materials.

⁴ OPAC stands for Online Public Access Catalog.

⁵ Seven of these individuals are project-related staff whose positions will soon be eliminated.

⁶ Four of these individuals are focused on research.

⁷ Six of these individuals are dedicated to digital services.

There are three identified areas for curatorial expertise, which emphasize HSP's areas of strength: family history, immigrant and community history, Early American and Pennsylvania history. In addition to these three subject-matter curatorial positions, HSP must have a digital librarian, who can lead its initiatives in digital collections matters. More focused and expert Library staff will result in a heightened profile for HSP's collections. Ideally, some of HSP's library staff will be active researchers in their own right, and will be able to spread the word about HSP's collections through their writing and networking in research circles (academic and genealogical).

Curatorial positions should be cross-departmental whenever possible to ensure that collecting is aligned with the institution's larger goals. Potential positions that could hold a curatorial position include: President, any of the VP positions, and any of the Research Director positions. Curators without cross-departmental responsibilities will have duties in other library services activities. It is particularly important that the Curator of Family History maintain hours as a reference librarian, and collaborate with Center for History Education staff to develop educational programs on genealogical research.

Collections Services. HSP requires additional capacity in collections services to process and steward its remarkable collections. Beyond the critical activities of collections care and conservation, collections services provides HSP with the intellectual controls that lie at the heart of how its collections become findable by researchers. By adding capacity in collections services, HSP will more efficiently communicate the multifaceted value of its collection – current and newly acquired.

Library Services. HSP requires additional capacity in library services in order to increase the level of service for researchers, to enable senior staff to focus on strategic initiatives, and to increase open hours so that HSP qualifies for fellowship support. By eliminating research by mail, HSP could achieve these goals in the Library. For FY2016, research by mail is projected to bring in about \$35,000 in revenues, an amount that does not cover the resources spent by staff to deliver the service. HSP could re-focus its staff's attention on enhancing access and service to a wider array of collections users by referring researchers to individual researchers, as many peer institutions do.

Center for Family and Community History. The Curator of Family History will oversee HSP's acquisition of genealogical materials, the creation of resources that assist family historians to access HSP's collections, and connections to other genealogical repositories around the world. The Curator will work with the Center for Public History and Education to develop educational programs for family historians, and will coordinate regular genealogical support in the reading room.

Program output assumptions

Library of American Experience	Year 1	Year 2	Year 3
Open hours	25.5	30	30
Visits	4,000	4,500	4,500

Non-Programmatic Activities

Administration at HSP will include three departments:

The Office of the President. This department includes Human Resources, Communications, and Finance. HSP requires increased capacity in all of these areas.

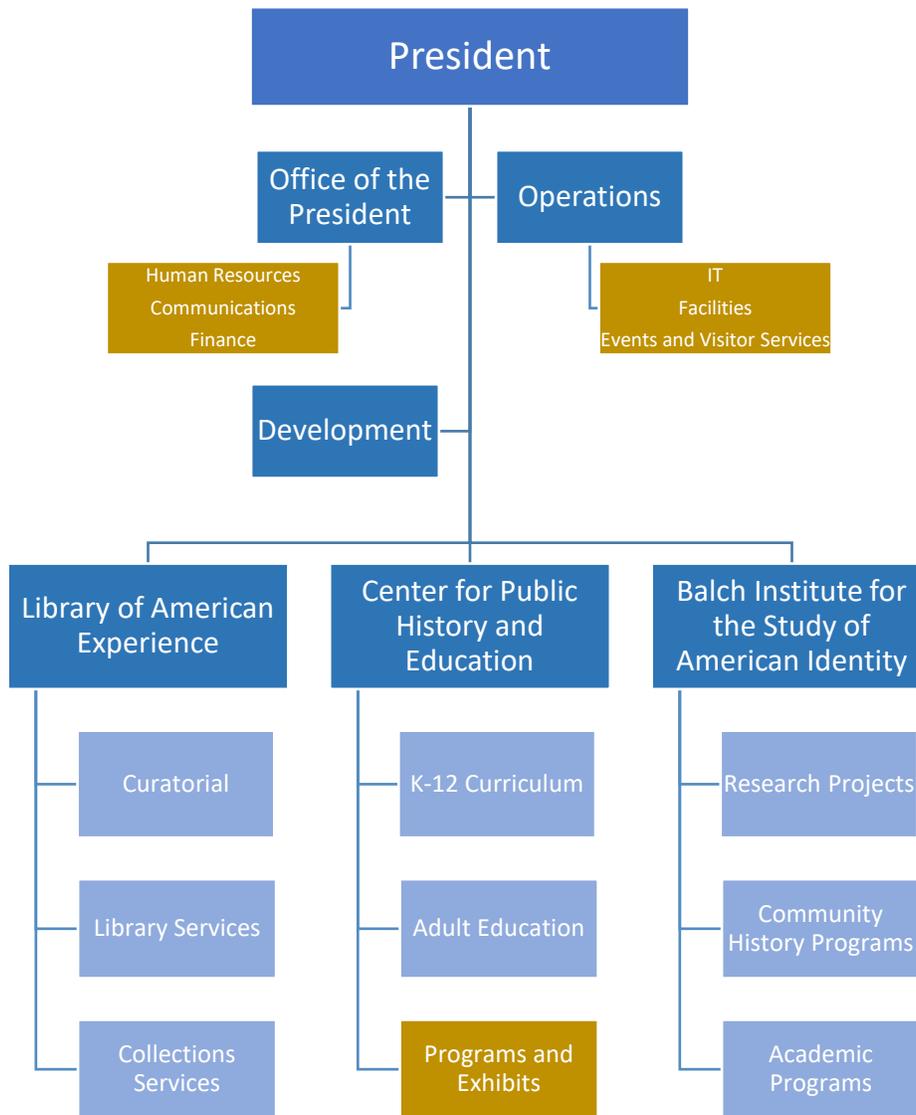
Operations. Operations will include Information Technology, Facilities, and Events and Visitor Services. This structure represents a change in how HSP manages IT and Events and Visitor Services.

- *Technology.* HSP’s technology needs are complex. Currently, all of those needs are managed by one person. In the new structure, technology expertise will be distributed throughout the institution. Operations will include the component of IT that manages employee use of technology. Communications will manage HSP’s online identity. The Center for History Education will include experts in online programs who work with departments to create program websites and digital history projects. The Library of American Experience will include a Digital Librarian, who will oversee collecting of digital materials and digitization of paper archives.
- *Events and Visitor Services.* This new team will staff the front desk and will support events across the institution.

Development. HSP requires strategic leadership in development to achieve its fundraising goals.

Long-Term Operations

To address the needs defined in Goal 4 fully to allow the realization of its programmatic goals, HSP will require a structure as follows:



FY2017-2019 Operations and Business Plan

In the coming three years, HSP aims to put itself on the path to achieving the vision and the goals described in the strategic vision. HSP will pilot a limited number of demonstration programs to show current and potential supporters the impact it intends to make.

HSP will make approximately \$3.2M in investments over the three years in the following areas:

- Visionary new executive leadership
- Seven new positions to support new programs
- Development leadership
- Human resources manager
- Full-time financial management
- Pool for merit pay increases
- New program expenses
- Development and communications consultants
- Expanded staffing for information technology

To support these additions and to cover the existing operating deficit, HSP will raise transition funding to support operations, as it seeks grant funding for new programs and builds its pipeline of individual donors. Specifically, HSP will seek support of approximately \$6.7M over three years. The potential sources and uses are as follows:

- Transition operating funding from foundations
- Transition operating funding from individuals
- New program support and sponsorships from foundations and corporations
- Additional annual giving and major gifts from individual donors

These additions to the revenue mix will allow HSP to maintain a break-even budget (before depreciation) in the coming three years, as shown in the attached pro forma.

Long-term Sustainability

In the long run, HSP requires additional growth to realize the full vision for the three programmatic pillars. The steady state budget is estimated at \$5.8M (before depreciation, in FY2021 dollars).

HSP has a number of options by which it can sustain its new vision for the long term. As a standalone institution, HSP could resolve the revenue model through a combination of increased annual fundraising, programmatic support from grants, and endowment. HSP could also pursue a merger with an institution that can fill the critical gaps in its operating model. The primary objective of the first six months of FY2017 will be to identify the long-term business model and to negotiate the partnerships with key supporters that will allow it to come to fruition.

Projected Operations

	Forecast 2016	Plan 2017	Plan 2018	Plan 2019
REVENUE				
Endowment and Third Party Trusts	974,721	1,053,000	1,072,000	1,072,000
Contributions and Releases	1,995,940	2,709,000	3,216,000	3,626,000
Membership	122,587	144,000	158,000	174,000
Event Revenues	74,452	53,000	58,000	64,000
Library Income	181,878	126,000	86,000	86,000
Other Income	37,437	65,500	70,000	70,000
TOTAL REVENUE	<u>3,387,015</u>	<u>4,150,500</u>	<u>4,660,000</u>	<u>5,092,000</u>
EXPENSES				
Personnel	2,332,207	2,478,000	2,947,000	3,034,000
Outside Services	1,223,353	587,000	504,000	567,000
Information Technology	113,681	145,000	140,000	145,000
Occupancy	340,602	368,000	379,000	390,000
Other Expenses	499,760	529,000	611,000	777,000
TOTAL EXPENSES	<u>4,509,603</u>	<u>4,107,000</u>	<u>4,581,000</u>	<u>4,913,000</u>
NET Change before depreciation	<u>(1,122,588)</u>	<u>43,500</u>	<u>79,000</u>	<u>179,000</u>

Appendix A. The Collections of the Historical Society of Pennsylvania

The Historical Society of Pennsylvania has long been one of the nation's principal centers for historical research. Our collections document the political, commercial, and social history of the colonies and the United States in the seventeenth and eighteenth centuries; the mid-Atlantic states prior to the Civil War; and the Commonwealth of Pennsylvania and the Philadelphia region from the colonial period to the present.

HSP is proud to care for such national treasures as:

- **William Penn's treaty** with the Lenni-Lenape for land in Bucks County (1682)
- Two rare printer's proofs of the **Declaration of Independence** (1776)
- The first and second handwritten drafts of the **U.S. Constitution** (1787)
- A copy of the "**Star Spangled Banner**" handwritten and signed by F.S. Key (1840)
- The **earliest surviving photographic image** in America—Philadelphia Central High School for Boys (1839)
- A copy of the **Emancipation Proclamation** signed by President Abraham Lincoln and Secretary of State W.H. Seward (1863)

Beyond the treasures, the collections' value lies in its breadth. HSP's materials illuminate the lives of the elite and the common man – and woman – alike. Recording all aspects of daily life – employment agency listings, hospital registrations, orphanage rolls, social service visit notes, prison inspection reports – HSP's collections document the stories of individuals and the institutions that shape their society. This breadth gives researchers a window into the experience of those often overlooked by standard historical narratives, such as women and people of color. HSP is the largest repository for ethnic and immigrant studies materials in the mid-Atlantic, including the superb collection of the Balch Institute of Ethnic Studies. Its collections on women's history document female involvement in community and social service work; antislavery, women's suffrage, and political reform movements; religious organizations; educational and health initiatives; and art and music.

This ability to tell the stories of everyone makes HSP's collections a resource for all who wish to discover, study, and relate those narratives. These users include scholars and also a wide range of people who bring history to life, including writers, artists, filmmakers, journalists, educators, and public historians. In addition, HSP has proven its worth as a resource for family historians. HSP holds the collections of the Genealogical Society of Pennsylvania, and recently initiated a partnership with FamilySearch, the Mormons' online genealogical service. With the help of FamilySearch volunteers, HSP has digitized its manuscript collection catalogue, further mining the collections for their value to family historians.

HSP's collections are an invaluable repository of the materials that allow us to document what it means to be an American.

The collections include 600,000 books, pamphlets, serials, and microfilm reels; 20 million manuscripts; and over 300,000 graphics items, making it one of the largest independent repositories of documentary materials. Areas of particular strength include ethnic and immigrant history, architectural history, arts and culture, business history and financial records, Civil War, community and social service history, family history and genealogy, founding of Pennsylvania and the United States, politics and government, and women's history.

Notable research collections include:

- Papers of families and individuals active during the **colonial and Revolutionary War periods**, including Penn, Logan, Cadwalader, Drinker, Jacobs, Lardner, and Norris family papers; Benjamin Franklin, John Dickinson, and Henry Laurens.
- Papers of families and individuals active during the **19th century** (including the **Civil War**), such as the William Still Diaries, James Buchanan papers, Pennsylvania Abolition Society, and the General George Meade letters.
- Papers of individuals and institutions active in the **20th century**, including Richardson Dilworth, John Fryer, Academy of Music, the Concerned Citizens of North Camden, and the League of Women Voters of Pennsylvania.
- Papers of a wide range of **corporations, trade associations, and merchant families**, including the Albert M. Greenfield papers, the Cope family papers, and the John Wanamaker collection.
- Papers of **benefits societies, churches, community service agencies, schools, and philanthropists**, including Workmen's Circle Philadelphia District, Mother Bethel African Methodist Episcopal Church, Children's Aid Society, Philadelphia City Institute, and the Almshouse of Philadelphia.