

Director of Operations Report
to the HSEC Board of Directors
covering the period of June 2021-May 2022
by Matthew P. Payne

The Director of Operations is a compensated, independent contractor position. based on 500 hours annually for \$13,500 (or \$27 per hour). Implementation of automation of many membership and financial tasks the last few years has allowed the DOO more time for other tasks, but the time contracted only allows for essential duties to be performed. However, 750 hours were logged in this period with the DOO considering the additional hours provided as a donation of time as a member. Performing only the essential tasks would, in my opinion, inhibit the growth and public awareness of the Historical Society.

The DOO's primary supervisor is the President. Additionally, the DOO interacts regularly with the Treasurer, Journal Editor and Book Review Editor. This report summarizes activity by area defined from the Letter of Agreement. An estimate of time spent on each area is also provided.

Subscription and Membership Responsibilities. (~300 total hours). Maintained 700+ records of members, subscribers and other contacts through a web portal by Wild Apricot (website, publishing services and financial services). Renewal notices sent automatically for those with emails. Reminders sent quarterly by U.S. Mail to 60ish members without email and who fail to act on email notices. There are about 25 trips to the Post Office each year to check the PO Box. Process subscription services with renewals and updates, mostly received in bulk through services, sometimes one by one. Includes sending replacement issues or non-received issues of both *AEH* and *The Historiographer*. Most tend to be international so the cost to do so is higher than if in the U.S.

Some metrics: The web portal generated and sent 1,730 emails including donation confirmations, donation receipts, event registration confirmations, new password requests and login info (102), invoices, membership renewal activation, membership may lapse notices, membership level changes (15-usually higher levels, some retirees), renewal notices (sent 3 times), payment receipts. There were 20 manual emails sent with news/announcements to a total of 7,232 recipients (average 361 per email) with a 99.2% delivery rate, a 66% open rate (more were opened, but some phones/browsers may not report back) and 785 total clicks on email links (or about 10% of recipients for each email). All of these are well above published benchmarks. Members appear to be well engaged with the Historical Society.

Because of the request to limit time this year, sending member welcome boxes of back issues of *Anglican and Episcopal History*, *The Historiographer*, brochures, and President cover letter was one task that did not happen. Processing these is time consuming and non-essential (though beneficial). I was able to coordinate a cards from Board members to all members and had some Board members provide feedback of appreciate responses. Compared Book Review authors in each *AEH* issue to ascertain if they are current members then send email to those who are not inviting them to become members (first year complimentary). A number of members and Book Review authors requested a copy of specific articles or issues. I provide hard copy or PDF.

Mailing lists are processed and transferred to the *AEH* printer four times a year for mailings. Mailing lists are combined with NEHA and EWHP, processed and transferred four times a year to *The Historiographer* printer. Prepared annual post Office subscription report. Received and stored excess copies of *Anglican and Episcopal History*, responding to requests for complimentary copies and sales. Manage sharing of information through publishing 'The Clearinghouse'

Published promotion of each *AEH* issue to website news page, members, Facebook, Episcopal News Service, and H-Net. Thanks to member Samuel Richards who writes the release after each issue is published. Updated member location map on the website.

Financial Responsibilities. (~100 total hours). Maintained bookkeeping in Quickbooks Online of automatic transactions and manual transactions including budget categorization. Processed paperwork and paid contractors (editor and assistant editors) and grants and honoraria with necessary IRS documentation and forms (W-9s and 1099s). Reviewed reports generated after monthly bank account statements are reconciled by Treasurer. Some metrics: 3 manual checks, 13 teller deposits (at the bank), 197 electronic deposits (requiring bookkeeping entry), 85 online payments (billpay/ checks, transfer to credit card or ACH).

Meeting planning. (~150 total hours). The current mailing list of Board members is maintained with Zoom arranged as needed. Coordinated and prepared three meetings of the Executive Committee, two Board Meetings and the Annual Meeting. Meet with the President via Zoom to coordinate meetings. Made reservations, commitments and arrangements for General Convention for the booth in the Exhibit Hall (with EWHP and NEHA) and Luncheon with Manross Lectures. Regretfully, at the end of May we were informed all were cancelled as General Convention was limiting its size and scope due to Covid-19 concerns. Polled members of the Executive Committee and Board members for appropriate meeting dates. With the consent of the Membership and Promotions Chair, reserved a booth at the American Historical Society/American Society of Church Historians meeting January 5-8, 2023 in Philadelphia.

Annual Reporting Responsibilities. (~50 total hours). Filed annual one-page corporation statement with the Commonwealth of Pennsylvania. (We are a Pennsylvania corporation using the address of Christ Church, Philadelphia). Filed (12) 1099 NEC IRS forms indicating payments to contract employees and grantees. Compiled IRS Form 990, required for our public charity status, for review by the Treasurer and President submitted to the IRS.

Miscellaneous. (~125 hours). Made Board roster changes to publications. Responded to 93 research inquiries (50% more than last year) for information or direction. Implemented Grants promotion distribution to 28 different sources. Made attempts to contact Cragon trust administrator to ascertain final distribution expectation. Coordinated and mailed AAEHC Oral History project mailing to members. Contracted with The Living Church for ad in each 2022 issue. Prepared ad placement timeline and content. Made ads for publication. Promotional materials provided to Province V newsletter and Big Provincial Gathering. Province V has active networks and hope to expand to other provinces in the future. After Executive Committee approval, joined on behalf of HSEC the American Academy of Religion, American Association of State and Local History, American Historical Association, American Society of Church Historians and the Organization of American Historians. Each provides wonderful information to supplement HSEC work and make connections for HSEC projects.

Conclusion

In my understanding, the primary role of the DOO is one of maintenance – to do the essential tasks necessary for the functioning of the Historical Society. A secondary role is one of development – to do additional tasks that expand the reach of the society in terms of awareness, impact and membership. The capability of development is a function of the time to perform it. A DOO position provides for the consistency, continuity and connection point of the organization. It has been and continues to be a pleasure serving as HSEC's Director of Operations. I hope to serve in for many years to come.