

Executive Committee Meeting
Kelsey Museum
University of Michigan
Ann Arbor, MI
23 April 2010

DRAFT MINUTES (not yet approved by the EC)

PRESENT: Tim Harrison, President (arrived 2:00 pm from England), Sheldon Fox, Treasurer, Andy Vaughn, Executive Director, Tammi Schneider, VP for Membership; Orlyn Nelson, Jeffrey Blakely, VP for COP, P.E. MacAllister, Chair of Board, Øystein LaBianca, VP for CAP; Eric Meyers, Past President; Jim Strange, Secretary
ABSENT: Joe D. Seger, B.W. Ruffner, Morag Kersel, Co-VP for CAMP; Michael Homan, Co-VP for CAMP,
VISITORS: Carol Meyers

1. CTO—9:10 am
2. Approval of Draft Minutes with promised corrections in the Treasurer's report.
3. Approval of Agenda—no action
4. Discussion of Strategic Plan. There was a question whether discussion was in order without the President who has been stranded in England. The EC decided to proceed with the Agenda. Andy Vaughn was asked to clarify his interpretation that the Strategic Plan says that we will publish our own works. While he did not advocate that we do so, ASOR might save money, for a society of our size, if we outsourced membership and publications and run our own Annual Meeting instead of outsourcing it. We could do these without a full-time Executive Director. The Strategic Plan proposes what we are doing now, and Andy Vaughn believes we need \$150,000 to \$200,000 more than we have now if all of the additional staff were hired. A Supervisor of Publications would require \$60,000 to \$80,000 with \$45-50,000 for the Membership Coordinator and \$60,000 for an archivist (currently funded by an external grant). Eric Meyers points out that we have been invited to apply to renew the grant by NEH. Andy's written report presented what he viewed as a manageable five-year plan to get to the point that we can increase revenues by \$150,000 to \$200,000. Eric Meyers suggested that we will not lose editorial control if we outsourced publications. It was suggested that we might consider outsourcing publications but manage our own membership services. Andy noted that it is possible to outsource subscriptions, but we must offer both print and online journals at a reasonable price. But the Press with whom we work would select their own copyeditors. On another point, it was noted that we could save \$10,000 on pre-press and copyediting *BASOR* by outsourcing. Another person added that *NEA* may be the easiest journal to give to a copy editor, *BASOR* less so. If we outsourced *BASOR* to one group, then there would be savings, as now it is distributed to two or three people. There was considerable discussion of what structural change might mean and how we could help the processes we think are central to the organization. The discussion then turned away from publications and towards the strategic plan. It was suggested that we poll ourselves to see whether we are in favor of this Strategic Plan.

Another person added that we need people running the Annual Meeting whom we trust. We could transmit forward the plan so that an implementation committee can get to work to see exactly what we have to do to implement and identify a list of concerns. It was suggested that we adopt this as a work in progress. If there are details that need to be changed, then change them. It was pointed out that we can have sessions where membership comes in and talks about their concerns. Several members of the EC expressed a concern that such process not delay the implementation of the plan. Another member pointed out that the Board meetings have sometimes been contentious. Jeff Blakely raised a question about the President-elect, which becomes an eighteen year commitment, six years as President-elect, six years as President and six years as Past-president. There is a structural issue whether a committee chair can also be a Trustee. These remarks form a basis for further discussion of how to move forward.

BE IT RESOLVED that the Executive Committee recommend this Strategic Plan to the Board of Trustees for adoption as a blueprint to move ASOR forward. Sheldon Fox moved; Eric Myers seconded. PASSED UNANIMOUSLY.

5. Treasurer's Report—Sheldon Fox.

Memberships and subscriptions are over \$50,000 ahead of the prior year on a cash receipts basis through the first nine months and if the fourth quarter matches last year, then this year will be slightly above the highest year in the last five years. Our current forecast is also higher in Subscriptions and Memberships than the amount we forecast at our November meeting; however, we are still short of the budget by a significant amount. The budget was too optimistic, partially due to the fact that we missed our forecast last year. Investments have bounced back positively. Compared to last year end we have investment gains of \$136,000 in our Fellowships and Endowments accounts through March. The ASOR Expense Report is a cash flow tool. We have enough cash to pay all bills after setting aside some funds for publications. We have used a complicated approach in the past to set aside funds we collect for subscriptions and memberships until we deliver the related journals, and we plan to revisit that process and make a recommendation in November. At the end of this year we expect to have more than \$40,000 in the general fund after setting aside over \$70,000 for the cost of publishing journals through December 31, 2010. We are no longer in a crisis situation. Board giving generally has gone up. We are forecasting to realize about \$80,000 in total giving to the Annual Fund and the Archives Project. The total giving is ahead of last year, but below our budget. The Budget to Forecast comparison shows that we expect a small operating profit for the year. If one goes back to the Nov 2009 report to compare to today, we thought we would be \$13,500 short. We have an additional shortfall in total giving from that forecast of \$25,000, but all of the shortfall is eliminated with an increase in projected memberships and subscriptions earned, salary savings from not replacing the publications assistant upon her departure and increased savings from the bidding of our journal production process. All of these savings that should result in a balanced budget are due to a lot of hard work on the part of the ASOR Executive Director and his staff. The fiscal year 10-11 budget as compared to our current forecast includes

benefits from increased net revenues from the Annual Meeting and the Archives Project, increased memberships and subscriptions revenue and additional savings from the full year impact of our bidding results on journal production costs. The Salaries budget is higher by \$47,000 as we have budgeted for a Subscriptions, memberships and publications coordinator. The budget for next year is for breakeven on an operating basis.

BE IT RESOLVED that the 2010-11 budget be accepted. Eric Meyers moved: Sten seconded. PASSED UNANIMOUSLY.

6. Officers' Nominations Committee—Carol Meyers. The committee decided to postpone the nomination process for the VP of CAMP to Dec of 2010 until after tomorrow's Board meeting because of the vote on the Strategic Plan. The term of the current President ends Dec 2010. He is willing to ~~serve~~ consider [ed. note: change made when minutes were approved on September 25, 2010] another term. This vote will be in November. Sheldon Fox has asked that the next Treasurer be identified by Nov 2011, one year before the date his term ends, in order to ensure a smooth transition. The Committee asks help from the Board in identifying qualified candidates. Finally, the Nominating Committee proposes Jennie Ebeling as VP for Membership.

BE IT RESOLVED that this report be accepted, including the election of Jennie Ebeling. Eric Meyers moved: Sten seconded. PASSED UNANIMLOUSLY.

7. Board Nominations Committee Report—Jeff Blakely. Trustees must nominate several Trustees to replace the class of 2010 (Jimmy Hardin, Robert Mullins, Lawson Younger, Jeff Chadwick, Nellie Fox, and Tammi Schneider as VP for membership). All of these persons are eligible for re-election to the board, but not all of them are willing to serve another term. Jeff asked for guidance in view of the forthcoming vote on the Strategic Plan, which suggests changes to the number of Trustees. The consensus was for the Board Nominations Committee to act according to the current by-laws.
8. Board of Trustees Handbook—Andy Vaughn. Andy Vaughn has started a "Handbook" (or a collection of handouts) as a description of our procedures and how we got to them historically, but writing it required more time than anticipated. It is 4/5 complete. He wants to write a background paper on each component of what we do. Where there are fiduciary implications in our decisions, we need to be aware. (He will write up the Annual Meeting for the next Board Meeting.) The two that impact the bottom line most are the Annual Meeting and Membership/ Publications. To quote from his report: "Memberships and subscriptions should account for about \$362,000 in revenues at our current levels. (We have been conservative and listed only \$355,000 for the FY11 budget.) Memberships have been growing at about 8% for the last year, so this is an area where we can experience some growth in revenues. If we do not reach these levels, then ASOR will have to make cuts. If we can exceed these levels, then we will have revenues to support the items listed in the strategic plan."
9. CAMP Report—(Distributed beforehand)

BE IT RESOLVED that the Executive Committee approve appointment of Co-Chairs of the Jr. Scholars Committee: Erin Kuhns-Darby and Robert

Darby; approves appointment of new Program Committee Members: Peter Machinist, Bethany Walker, and Michael Danti; and approves appointment of Gloria London as a new Outreach Committee Member. PASSED UNANIMLOUSLY.

10. CAP Report—Sten LaBianca (distributed). We have sixty-seven applications this year. The process has gone smoothly. About twenty-five applications generated questions, and Sten has been in discussion with these directors. The website for CAP has been upgraded. There has been a special group to coordinate the Area Committees and set up a process to start New Area Committees. He will also introduce the coordination of available specialists for digs, such as numismatists, animal bone specialists, etc. He also suggests implementing a virtual collection of virtual artifacts, which may attract grant money.
11. Presentation: Showcasing ASOR research on the web: A proposal for a new CAP web site (Ø. LaBianca with P. Christians and J. DeKock).
BE IT RESOLVED that the Executive Committee endorses the efforts of CAP and the Archives Project to move forward with a web site template showcasing ASOR projects past present and future. Eric Meyers moved; Tammi Schneider seconded. PASSED UNANIMOUSLY.
12. COP Report (J. Blakely). *BASOR* 357 (February 2010) was mailed on April 5th, and *NEA* 73.1 (March 2010) was mailed on Tuesday (April 20th). We will be very close to being on schedule with publications by the end of the fiscal year. There were no action items.
13. Membership Committee Report (T. Schneider). No report.
14. Personnel Committee Report (T. Harrison). Tim Harrison reported on the Annual Review of the Executive Director. The Committee polled all officers, the Program Committee, Vice Presidents, and others for feedback on a draft report. Tammy Schneider added positive remarks.
BE IT RESOLVED that Andy Vaughn's contract be extended to end June 30, 2012, with changes in terms of the contract satisfactory to the President, with no changes in compensation. Sheldon Fox moved; Sten LaBianca seconded. PASSED UNANIMOUSLY.
15. Update on Archives Project (E. Meyers). We have an invitation to renew the NEH grant with every hope that it will be renewed. This needs to be drafted this winter for July 2011. We have two interns this semester from Simmons College. This is the premier institution for archival training. We have a paraprofessional person working as well who works on papers shipped from the Albright. Slides and other photographs from the Middle East are undergoing processing. We have organized all letters and other papers, but they are not scanned yet. Scanning will allow us to post them digitally. We have a BU grant pending to accomplish a Dumas exhibition. Certain artifacts at Hebrew Union College and the Harvard Semitic Museum are on ~~permanent~~ semi-permanent [ed. note: change made when minutes were approved on September 25, 2010] loan from ASOR. We are negotiating with the Harvard Semitic Museum for artifacts stored there but owned by ASOR. The Glueck collection is now organized properly. The Dumas collection will go into permanent storage, but they require final processing.
16. Development Update (A. Vaughn).

17. Discussion of ASOR's relationship with the Research Centers (A. Vaughn). We spend \$10,000-\$15,000 on journal exchanges annually. If these institutions subscribed, we would realize as much as \$10,000 per year. In addition, we receive journals from countries that will not send them to Israel, so we do that to carry out the exchange.
18. Executive Director's Report (A. Vaughn--Distributed)—No additions.
19. President's Report—Tim Harrison—waived.
20. Chair's Report—none.
21. Old Business—none.
22. New Business—none.
23. Announcements—none.
24. Adjourn—3:51 pm, Chairman MacAllister.

Respectfully submitted,

James F. Strange, Secretary.