

Board of Trustees Meeting  
Astor Crowne Plaza Hotel  
New Orleans, LA  
22 Nov 2009  
DRAFT MINUTES

PRESENT: Susan Ackerman, Beth Alpert-Nikhai, Gary Arbino, Bill Arnold, Jeffrey Blakely, VP for COP, Elizabeth Bloch-Smith, Jeffrey R. Chadwick, Mark Chavalas, Eric H. Cline, Jennie Ebeling, Nili S. Fox, Sheldon Fox, Treasurer, Lawrence T. Geraty, Past President, Sy Gitin, AIAR, Barry Gittlen, James Hardin, Tim Harrison, President, Michael Homan, Co-VP for CAMP, Morag Kersel, Co-VP for CAMP, Ann Killebrew, Outgoing VP for CAP, Øystein LaBianca, Incoming VP for CAP, P.E. MacAllister, Chairman, Eric Meyers, Past President, Bob Mullins, Orlyn Nelson, Suzanne Richard, B.W. Ruffner, Audrey Schafer, Tammi Schneider, VP for Membership, Sue Sheridan, James F. Strange, Secretary, Stuart Swiny, Andy Vaughn, Executive Director, Ed Wright, Lawson Younger, Randy Younger.

ABSENT: Lydie Shufro, Carol Meyers, Austin Ritterspach, Joe Seger, Joseph Greene.

VISITORS: Vivian Bull, Tom Davis for CAARI, Barbara A. Porter for ACOR. Gus Feissel for CAARI.

1. CTO 8:00 AM
2. Approval of minutes with one correction: Jennie Ebeling was absent. PASSED UNANIMOUSLY.
3. Approval of Agenda with insertion. The President asked for a change in agenda to add report of Arbino item 6b. Move the strategic planning to 6c. PASSED UNANIMOUSLY.
4. Memorial Moments: John Marks, Miriam Tadmor, Prescott Williams, Dan Barag
5. Nominations report—Jeffrey Blakely. Bill Arnold and Austin Ritterspach are retiring from the Board. Their work has been appreciated. Recommended reappointment of B.W. Ruffner and appointed Audrey Schafer. During the Membership meeting ASOR elected three institutional reps: Barry Gitten, Randall Younger, and Susan Ackerman. In the Individual Membership category ASOR elected Ann-Marie Knoblauch, Christopher A. Rollston, and Susan Guise Sheridan. The recommendation, which comes as a motion and a second, PASSED UNANIMOUSLY. The President acknowledged those going off the board and promises to write them.
6. Officers Nominating committee—Gary Arbino. The terms of Tammi Schneider, Morag Kersel, and Tim Harrison will expire Dec of 2010. VPs Tammi Schneider and Morag/Homan need to be replaced. The current two VPs for CAMP vote as one. The second item was the process of vetting and nominating officers. Should we offer more than one name for any given position? It was suggested that we add to the membership members meeting Minutes that according to the bylaws the membership does not vote on officers, or describe the process. A third issue is whether VPs will be on the Board of Trustees.

- 6b. Strategic planning—Tim Harrison. Tim Harrison stressed that the Strategic plan is an attempt to identify strategic priorities that are central to our mission. Susan Ackerman, James Harden, Sten LaBianca, Morag Kersel, Carol Meyers, and P.E. MacAllister worked very hard. It was noted that the Archival Project is not named. The President emphasized that the Archive Project figures in the on-line resources parts of the document, but will be specifically named. CAMP in its current configuration will cease to exist. The Officers' Coordinating Council will replace that function and others. The OCC will not establish policy but will seek to coordinate Policy, ethical policies, and others. The President-Elect position is new. The Board of Trustees as currently configured is too big and requires wealth, wisdom, and work. It was commented that there is an increasingly restricted experience for ASOR. Since the 2001 retreat some have requested more access. A smaller board does not accomplish that. The Officers Coordinating Council is to be formed of Chairs of standing committees, the President, Public Outreach, Regional Affiliations, Publications, CAP, Membership, and the President-elect. It was envisioned that this committee would respond to issues of the web site and conversations across committees about budget, unprovenanced artifacts, digs in occupied territories, etc. It was suggested that the AIA uses the first VP as the president elect, and we might consider the same thing. The Task Force responds that it was considered. It was opined that we could do much more with a smaller Board that is fully committed. The President opines that it is not lay and professional members, but this is a board that uses many different kinds of experience and advice that this board can use. We should be developing policies for implementation by other bodies within ASOR. Increasing coordination is valuable. The ultimate legal authority is the organization, so it comes back to the Board, not the OCC. It was suggested that we consult the AGP and get their materials on Best Practices for Boards, which is usually to set policies. Chairs of the national centers also have representation. Members of the OCC are not elected, but serve by virtue of their position as chair of a standing committee. We were reminded that this will take place 2011-15, and the structure will remain the same. The president reminds us that he and the Task Force need feedback as quickly as possible in order to revise the document for posting to all by March for a vote of the EC in its April meeting.
7. Resolutions of the EC in the past meetings—Andy Vaughn. The EC approved Robert Schick on the NEA Board. The EC asked CAP to revisit and formulate guidelines that will govern the formation of regional committees.
8. Treasurer's Report—Sheldon Fox. Copies of the audit were distributed. The Treasurer went over the audit and supplemental letters. The Auditors report total net assets of \$923,000. About half of ASOR's total assets are restricted. There are also temporarily restricted assets. Unrestricted assets are down from last year. Unrestricted assets are available for operations, but come to a negative number. That loss is temporary, we hope. We have recovered all of the general endowment and part of the Harris Endowment. We have exhausted our reserves, so there is no cushion. Pages 14-15 break down our operating expenses and income to show that after allocation of staff hours and other indirect expenses. The AM is a net cost of \$93,000, which includes a full-time coordinator. The fund-raising for operations

is about 12% of the total, which is regarded as good for a non-profit of this size. The auditors were concerned that we needed more control in accounts receivable and in bad debts. Their point is well taken, and we will strengthen that area. Their second comment was that we have exhausted our reserves, so we either cut expenses or raise revenues. Receivables went up so steeply from 2008, because we had to write off 45% of receivables, some of which is due to the national economic circumstances.

There was a Motion and second to approve the report. PASSED Unanimously.

A new spending policy was passed in September subject to legal counsel. They recommended a few changes. The percentages of spending are the same. The changes are that if the endowments fall 25% below corpus, we will cut spending by half. Second, he noted ambiguous language in the Harris agreement. The Treasurer recommends we not spend if we are below the corpus. If we want to go back to the original endowment, we go back to the donor.

BE IT RESOLVED that we approve the suggested language changes in the spending policy approved before. APPROVED UNANIMOUSLY.

There is a shortfall of \$50,000 in subscriptions and memberships. We can compensate partially, but we forecast we will be at a net loss for the year of \$14,000. But we also assume that we will raise \$75,000 for the annual fund and \$30,000 for the Archives Project. If we do not succeed, we will shortfall as much as \$50,000. 100% of the sale of cards goes to the Archives Project. We are supposed to match \$30,000, and we are about \$4,000-\$5,000 to the good towards the match.

9. CAMP report—M. Kersel advances the name of Stephanie Elkins as new Chair of Outreach. APPROVED UNANIMOUSLY. Three are stepping down from the committee.
10. COP Report—Jeffrey Blakely. The editor of BASOR says the next issue will appear in Dec. The editors have the journals caught up, which is quite commendable. There are three action items: Jeff Blakely proposes Lynn Dodd and Sarah Parcac for COP membership, APPROVED UNANIMOUSLY. Jim Weinstein's name is submitted for a four year term 2010-13. The names of Jodi Magness, Andrea Berlin, and Mark Smith, Ann-Marie Knoblauch, Eric Cline, and Lawson Younger were submitted for the NEA board. APPROVED UNANIMOUSLY. Jeff expressed thanks to Rollston and Sham as they rotate off COP, as they have been through trying times for COP.
11. CAP—Sten LaBianca. The committee has vetted all applications. The class of 2009 needs to be replaced, so Sten recommended Sarah Whitcher Kansa, Daniel Master, Stephen Savage, Alexia Smith, Sharon Steadman, Lynn Schwartz Dodd, and Steve Ortiz. Spoke to the idea of reinstating CAP tours at no expense to ASOR.

12. Membership—A. Vaughn in the absence of Tammi Schneider. The membership committee met and voted to name as chairs of Individual Membership Randall Younker and Hartenberger. The EC has affirmed that vote.

BE IT RESOLVED, that this board approves these additions.

APPROVED UNANIMOUSLY.

Brit Hartenberger, former staff member, will come back and serve as a volunteer in this capacity. The purpose is to recruit individual members, retain members, and work with various committees as to what the membership is thinking. Andy Vaughn and Brit Hartenberger have been charged to develop a plan to do so.

They asked the EC yesterday on the focus we as an organization should have to recruit members in a particular geography or time period. The EC affirmed what we stage in our Mission Statement, which is broad. The Board was called upon to renew our pledge or do more. We have about 5-10% more members than last year.

13. Development and Legacy—Andy Vaughn. PE has written a letter and distributed a brochure about making a planned gift. Jim Ross's estate donated a sizeable sum to our endowment. He encouraged all to consider making such a donation in their will. He reminded the Board that the Board approved the \$105,000 general fund goal, which implies that the Board will contribute. We all as Trustees approved this goal. If we do not make it, we have enough cash flow for one more year. But if we have another year like this year, our cash flow will be gone. In the program book we have a form. There is also a pledge form on for the NEH grant. If you have not made a pledge, we have not assumed you will do so. Please pledge soon. See the forms for registration for the 2010 meeting. If you register at this meeting, you will save \$10.00. Libraries are not resubscribing at the same level as last year, and our staff has called the libraries to remind them and offer the electronic journal as of Jan 1, 2010.
14. Responsibilities and Duties of the ASOR Board of Trustees—Andy Vaughn and Sheldon Fox, who distributed a page by that name. A consultant at the ACLS spoke about best practices for Boards. One was to have a Trustee handbook and to do Orientation of Board members, even if they are served for decades. Andy will distribute a CD with all documents relevant to their responsibilities as ASOR Trustees. The same material will be on the web page.
15. Archive Report—Eric Meyers. Cynthia Ruffo is our archivist, and she is doing notable and quality work. Sy Gitin has agreed to ship all the Albright pre-1967 materials to Boston. The glass negatives discovered in the AIAR basement are being digitized by the Ecole Biblique. Much of our holdings in Boston have been digitized. She has brought two interns from the Simmons College, and we pay nothing for them. Their labors have speeded up the work considerably. Cynthia is working on ASOR materials stored at AIA. They will be integrated with other materials at Boston. Cynthia has also been working on the Glueck photo archive and correspondence at the Semitic Museum with Joe Green, who has assigned one of the SM interns to her. We seek further funding to extend archival research. One goal is to use the web site to show some of the materials. In two years we will meet in Baltimore, and it has been suggested that we do something about Albright at that meeting. We now have dozens of unpublished Albright letters and photos.

16. AIAR Report—Sy Gitin. Three new developments included closing the Albright over the summer to renovate the hostel. There are now two restrooms on the first floor. The wi-fi, hot water system, etc. are all renovated. The library has been extended into what was once a cistern. Renovation finished one day early and under budget. The Albright continues to offer a 10% discount to members for use of the facilities. The Video-conferencing is broadcasting 10 lectures per week to al-Quds University. There has been an expansion of the Albright program. The new Noble Group Fellowships are for Chinese students. There is available \$270,000 in fellowships this year. All the money has been raised for another fellowship. This year there were 12 Palestinian Fellows, including the entire archaeology faculty of al-Quds University and some faculty from Bir Zeit University, and nine Israelis. An extended Albright Fellowship is for Palestinians who will also spend time at Yarmuk University. There are exchange lectures with cooperating international institutions. The joint venture on ancient pottery of Israel and its neighbors includes a target date of March of 2010 to deliver the first volume to the printer. Two more volumes of Gezer are in the pipeline. Joe Seger's material on MB magerials should appear in the spring. The Albright is happy to participate with ASOR in the archives project.
17. CAARI Report—Gus Feissel. CAARI had a good year in spite of financial difficulties. CAARI is fulfilling its purposes anyway. This is due to Tom Davis's dedication and energy. Development committee has new marching orders, and Gus is hopeful for the coming year. The construction of the library underground, the renovation of the facility, and replenishment of the endowment are on the horizon. Davis adds that there are now ten fellows, the most ever had. Australian fellows are now in residence. The CAARI advisory Group is comprised of Cypriots who help in expanding programs and standing in Cyprus. There is new cooperation with Anatolia. USAID gave a grant of \$25,000 to found the CAARI Anatolian Collection.
18. ACOR Report—Barbara Porter. Three newsletters have been produced so far. One of the fellows has worked in Jerusalem in cooperation with the Albright. The publication program will be publishing Petra papyri and Patricia Barkai's work. The Council of Independent Scholars is sending twelve to ACOR in January. The library requires about \$45,000 to keep the library up to the level where they want it. The University of Jordan can no longer keep their library to the same level. In Paris in June will take place the 11<sup>th</sup> international conference on the Archaeology of Jordan. Last year the Jordanian Fellowship was created to enable graduate students to finish their work.
19. Baghdad Committee Report and Damascus Committee—Tim Harrison. The Baghdad Committee is much more active under a new chair. The new Chair is Jesse Casanas of the Damascus committee. There was discussion of establishing a research institute in Syria.
20. Executive Director's Report—Andy Vaughn. On-line options include offering the journals electronically in 2010. Jeff Blakely asked Andy Vaughn to talk about printing bids for our journals. We have asked for bids from six different printers. The new bid from our current printer came in lower than last year's bide. The vendor also reduced our bill for this year's printing. We can save over \$27,000

over 12 months. Composition costs will reduce \$25,000. We could save \$50,000 out of \$191,000, if we adopt these bids. The editors are very concerned that we do not lose quality if we go with lower bidders. For the last three books we printed we switched vendors and saved considerably.

21. President's Report—Tim Harrison. Since the spring board meeting, Tim has appointed an ad hoc Media Relations Committee for one year with Eric Cline as Chair. There is hope that this can become a standing committee. This committee is the war room against misinformation. It also facilitates relations with the media, establishing a web site where companies can ask for people to interview within their expertise. Some concern was expressed at ASOR's responding to the media when they make low-level claims. Tim Harrison thanks the Trustees who are rotating off and thanks all officers and chairs of ASOR for their hard work over the last year. He thanks Andy Vaughn for his efforts and the efforts of all the staff who work behind the scenes on behalf of ASOR. He stressed the need to get pledges in as soon as possible, especially before the end of the year, either equal to last year's pledge, but preferably higher.
22. Chair's Report—P.E. MacAllister. Read an awe-inspiring Historical statement on leadership and its cultivation from the Roman Empire forward.
23. Old Business--None
24. New Business--None
25. Announcements--None
26. Adjourn 11:22 AM.