

ASOR Spring Board Meeting  
Kelsey Museum, Ann Arbor, MI  
April 24, 2010  
DRAFT MINUTES (not yet approved by the board)

PRESENT: Tim Harrison, President; P.E. MacAllister, Chair; Susan Ackerman; Beth Alpert-Nakai; Jeff Blakely for COP; Jennie Ebeling; Sheldon Fox, Treasurer; Larry Geraty; Sy Gittin for AIAR; Jimmy Hardin; Ann-Marie Knoblauch; Øystein LaBianca for CAP and for ACOR, Eric Meyers; Carol Meyers; Bob Mullins; Oryln Nelson; Tammi Schneider; Audrey Shaffer; Lydie Shufro; Jim Strange, Secretary; Andy Vaughn, Executive Director; Randy Younker; Lawson Younger; Ed Wright.

ABSENT: Suzanne Richard; Gary Arbino; Jeff Chadwick; Eric Cline; Gus Feissel; Nili Fox; Barry Gittlen; Joseph Greene; Michael Homan; Morag Kersel; Christopher Rollston; B. W. Ruffner; Glenn Schwartz; Joe Seger; Susan Sheridan.

GUESTS: Vivian Bull.

1. Call to Order. 8:00 AM.
2. Approval of Minutes from the November Meeting (November 22, 2009). Beth Alpert Nakhai was spelled wrong; Tammi Schneider is listed as presented but was not there; Sheldon has corrections for the financial section.

BE IT RESOLVED that the Minutes be Approved as amended. PASSED UNANIMOUSLY.

3. Approval of Agenda. The Agenda was Approved as distributed.
4. Report of Items approved by the Executive Committee (A. Vaughn). The Secretary was called upon by the Chair to read the resolution of the Executive Committee 23 April 2010 from the Personnel Report given by the President:  
"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."

5. Strategic Plan Discussion (T. Harrison). Tim Harrison, President, recommended adoption of the new Strategic Plan. There has been considerable work by the committee appointed by the President to draw up the Strategic Plan. Significant discussion ensued.

BE IT RESOLVED that the Board of Trustees adopt the Strategic Plan as a blueprint to move ASOR forward. PASSED UNANIMOUSLY.

6. 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 Trustees adopt the FY11 Budget. This is a motion and a second from the Finance Committee and recommended by the executive committee. PASSED UNANIMOUSLY with accolades from those present.

7. Development Update (A. Vaughn). Andy Vaughn made 3 points: 1) we need everyone to pay their pledges in order to reach the forecast amount presented in the financial report. 2) If additional funds are received, we need the money to replace computers and other office equipment that is outdated and has not been replaced in 5+ years. 3) We will have an end of the year mini-drive to support the archives initiative. We have received several generous matching pledges, so gifts to this fundraising drive will be matched 4:1. Gifts (up to \$5000) to the archives initiative that are above amounts pledged or given already this year will be eligible for the matching funds. Sheldon Fox adds that there is an inactive Development Committee, and the Treasurer thinks we need such a committee that goes beyond the President and Executive Director.

8. Officers Nomination Committee Report (Carol Meyers).

The committee decided to postpone the vetting process for a VP of CAMP until after today'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 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. The Nominating Committee recommends Jennie Ebeling as VP for Membership.

BE IT RESOLVED that this report be accepted, including the election of Jennie Ebeling. Carol Meyers moved; Jimmy Hardin seconded. PASSED UNANIMLOUSLY.

9. Board Nominations Committee Report (Jeff Blakely). This committee sought guidance from the executive committee as to whether it should nominate two or three Individual and Institutional Trustees to replace the Class of 2010. The EC recommended that the by-laws be adhered to until they are changed, whatever the vote on the Strategic Plan. The individual Trustees who are members of the Class of 2010 are Jimmy Hardin, Bob Mullins, and Lawson Younger. The Institutional Trustees from the Class of 2010 are Jeff Chadwick, Nili Fox, and Eric Cline. We will also need a trustee replacement for Jennie Ebeling since she moves to vice president.

10. Discussion of Board Trustees Handbook (A. Vaughn). Andy is preparing a Handbook, Guide, or Manual that describes what we do in each business area, namely, (a) Annual Meeting, (b) Publications, Memberships, and Subscriptions, and (c) Other areas such as CAP and Outreach. Andy Vaughn will write one section for each Board meeting. First he has written four pages of the history of how we arrived at this point. Two tables show that we should realize about \$340,000 annually from Subscriptions and Memberships. We need to grow this in the immediate future, and Board members can play a role. Each year we add and lose members, and we need help from the Trustees to improve retention, recruit new members, and realize sustainable growth. We have improved customer services over the past eight months. We have increased editors' support, but we are still cutting costs.

11. CAMP Report (M. Homan/M. Kersel, not present, but written report transmitted to the Board). CAMP recommends Erin Kuhns-Darby and Robert Darby for appointment as Co-Chairs of the Jr Scholars Committee; recommends Peter Machinist, Bethany Walker, and Michael Danti for appointment to the Program Committee; and recommends appointment of Gloria London as a member of the Outreach Committee. This comes as a motion from CAMP.

BE IT RESOLVED that Erin Kuhns-Darby and Robert Darby be appointed as Co-Chairs of the Jr Scholars Committee. PASSED UNANIMOUSLY.

BE IT RESOLVED that Peter Machinist, Bethany Walker, and Michael Danti be appointed as members of the Program Committee. PASSED UNANIMOUSLY

BE IT RESOLVED that Gloria London be appointed member of the Outreach Committee. PASSED UNANIMOUSLY

12. CAP Report (Ø. LaBianca). Sten LaBianca explained that he has had produced a provisional template for a new web site for CAP accessible by the public, but aimed at CAP affiliates and other such interested parties. This effort has been approved by the Executive Committee 23 April 2010. CAP has vetting groups for various regions, which reduces the work that would be given to everyone (sixty-seven applications this year). There has been no protocol for forming a new Center or Committee, as no protocol exists for ASOR. Sten has been in conversations with CAORC about this, seeking advice. The future lies in many forms of publications, so CAP and Publications are in conversations. Sten promotes the idea of a CAP tour at no expense to ASOR. To facilitate best practices he suggests formation of lists of experts who could be used at various sites. CAP will exercise leadership in Virtual Collections. ASOR would not produce the collections, but for the benefit of ASOR Scholars will access those that exist. CAP wishes to showcase

digs through snapshots for the web page. Andy Vaughn adds that Sten LaBianca has not received support from ASOR because of ASOR budget's restraints. He is to be congratulated on finding external support.

13. COP Report (Jeff Blakely). Unless something unforeseen happens, by June 30, 2010 we will have published all journals that we must publish in this fiscal year.

14. Membership Committee Report (Tammi Schneider). The VP thanks Jennie Ebeling for taking over (starting January 1, 2011) and thanks ASOR for unanimously supporting her.

15. Update on Archives Project (Eric Meyers). A major challenge for the forthcoming year is reapplying for a renewal of the NEH grant, which NEH has invited us to do. Cynthia Ruffo, our Archivist, is supervising two interns this semester. We have a skilled paraprofessional processing other papers. The next stage will be digitization of papers that have been filed in folders. The Cyanotypes previously stored at the Albright are now being scanned. Michael Danti is providing help in identifying these plates. A new program is being installed so that various metadata can be added and scanned materials found more easily. CAP and the Archives Project are working together. We see great overlap between Archives and CAP's proposed web page and database. Cynthia Ruffo and Andy Vaughn are working with BU to apply for a grant to put scanned material into the BU system. The Glueck material is now organized, but the physical artifacts belong to ASOR, and not all are accounted for. ASOR owns the Glueck artifacts deposited at the Cincinnati Art Museum and the Harvard Semitic Museum, which are on permanent loan.

16. AIAR Report—Sy Gitin. The Albright has had a spectacular year. There will be two new \$50,000 fellowships. ECA has awarded monies to being doctoral fellowships up to \$70,000. This year AIAR offers \$270,000 in fellowships. In 1-1/2 years even more will be added. There were seventy-three events such as lectures, trips, and the like. Video conferencing was started last year to share lectures with al-Quds university. Some of the lecturers are Israelis, and now the Albright is the only outlet for Israeli scholars to share with the Palestinians. A new initiative has emerged to work on the EB materials from Ta'anach for publication. This is a dig from 40 years ago. The hostel is at 90% occupancy. Renovations were successful. The ASOR Archives will receive glass plates from the Gordon collection. Miqneh has three volumes in press. The pottery volume is in copy-editing, but will move ahead. There are thirty-one projects associated in one way or another with CAP and AIAR.

17. ACOR Report—Øystein Labianca. There were eleven post doctoral and twelve pre-doctoral fellowships this year. ACOR is offering opportunities for Jordanian scholars to affiliate their project with ACOR. ACOR is working to facilitate others who will appear in Paris for the Archaeology of Jordan conference. There is a program at ACOR to train teachers to teach about Islam. Relations with the Jordanian Dept of Antiquities are good, even though the JDA is becoming much more stringent about artifacts. There are publications emerging from the work at Petra.

18. CAARI Report—No report.

19. Discussion of ASOR's relationship with the Research Centers (A. Vaughn). Andy Vaughn has been in conversations with the research centers about what ASOR might do for the centers and vice-versa. We need a discussion of the history of the relationship, because it began with a discussion about how to relate the Research Centers to ASOR after the 1967 war. It was suggested that the Centers be involved in planning symposia

and program elements. Another suggestion was a special program with the Center Directors at the Annual Meeting. We could have a special session with the Centers, perhaps at night. Perhaps a session highlighting Israel, Jordan, and Cyprus could be an outreach event to bring more people in. This could benefit ASOR and the Centers. Another suggestion was that we need more than one such program segment every three years. Perhaps a better idea would be to schedule such an event annually. We used to have a Corporation Meeting at which the Directors had 15 minutes for a presentation. There has been no replacement.

BE IT RESOLVED that the Board recommends to the implementation task force (to be named and appointed) that the three overseas Directors be invited to join the forthcoming Chairs' Coordinating Council, and that each of the Centers be invited to consider the ASOR president or his or her designee as a member of the respective boards. Lawrence Geraty moved; Randall Younker seconded.  
PASSED UNANIMOUSLY.

20. Executive Director's Report—Andy Vaughn (distributed). Andy Vaughn announced the Spring Board meeting will be April 29-30, 2011 in Washington DC in conjunction with the Cypriot exhibition at the Smithsonian, itself connected with the 50<sup>th</sup> anniversary of the founding of the Republic of Cyprus. We have announced most of the summer excavation grants this year, and we hope to give about thirty grants in all.

21. President's Report—Tim Harrison. ASOR's operations are running well. In this past year our memberships are growing and it seems that our revenue base in Subscriptions and Memberships is growing. We see many positive things going on. We are in a position now to implement our plans that we have voted on. The President thanked the Strategic Planning Task force of Sten LaBianca, Jimmy Hardin, Kersel Morag, Carol Meyers, and P.E. MacAllister. It has proved difficult in the past to have productive conversations with prospective donors when we did not have a clear plan to put in front of them. We will now reactivate the Development committee and make clear provision for fund-raising. The President reminded the Board to fulfill their pledges.

Larry Geraty articulated thanks to Tim Harrison for his leadership, for promoting collegiality, and extended the thanks to Chairman P.E. MacAllister and to Exec. Director Andy Vaughn. There was sustained approbation.

Sheldon Fox appealed for suggestions for a new member of the Finance Committee.

22. Chair's Report—P.E. MacAllister. The Chair read a stirring essay about leadership, initiative, and the role of subordinates in execution of the mission.

23. Old Business—none.

24. New Business—none.

25. Announcements—the Spring Board meeting is scheduled for April 29-30, 2011 in Washington DC in conjunction with the Cypriot exhibition at the Smithsonian.

26. Adjourn 11:14 am.

Respectfully submitted,

James F. Strange, Secretary.