

American Schools of Oriental Research
Board of Trustees Meeting
Sheraton Atlanta
November 21, 2010
DRAFT MINUTES

PRESENT: P.E. MacAllister, Chairman, Timothy Harrison, President, Susan Ackerman, Gary P. Arbino, Shelia T. Bishop, Jeffrey A. Blakeley, VP for Publications, Robert J. Bull, Honorary Trustee, Tom Davis, Jennie Ebeling, VP for Membership, Raymond C. Ewing for CAARI, Weston Fields, Nili Fox, Sheldon Fox, Treasurer, Lawrence T. Geraty, Barry Gittlin, Joseph Greene, Jimmy Hardin, Morag M. Kersel, Ann-Marie Knoblauch, Øystein LaBianca, VP for Committee for Research and Policy, Carol Meyers, Eric Meyers, Past President, Bob Mullins, Beth Alpert Nakhai, Orlyn Nelson, Barbara A. Porter for ACOR, Suzanne Richard, Christopher Rollston, B.W. Ruffner, Joe Seger, Audrey Shaffer, Susan Sheridan, James F. Strange, Secretary, K. Lawson Younger, Randall Younker.

ABSENT: Jeffrey Chadwick

VISITORS: Vivian Bull,

1. Call to Order by P.E. MacAllister, Chairman, at 8:00 a.m.
2. Approval of Minutes from the Spring Meeting (April 24, 2010). Moved and seconded.

PASSED UNANIMOUSLY.

3. Approval of Agenda by consensus.
4. Memorial Moments (T. Harrison).

5. New Board Appointments (T. Harrison).

The Executive Committee nominates as new Trustees the following: Sheila T. Bishop; Weston Fields; Robert Oden. This comes as a motion and a second from the Executive Committee. PASSED UNANIMOUSLY.

The Executive Committee nominates Robert J. Bull as Honorary Trustee. PASSED UNANIMOUSLY.

6. Trustee Nominations Committee Report (J. Blakely). Jeff Blakely reports that the elected Institutional Trustees are Lawson Younger, Jeffrey Chadwick, and Nili Fox.

For the Class of 2013 individual Trustees: re-elected Jimmy Hardin and Robert Mullins, and elected for first term Jane D. Evans.

Class of 2011: Morag Kersel was elected to finish a year term (remaining from Ebeling being elected as an officer).

7. Officers Nominations Committee Report (G. Arbino). The Officers Nominating Committee is seeking nominations. The objective is to fill the COP chair from within the committee for next year. He solicits information and nominations.

The Officers Nominating Committee nominates Timothy Harrison to serve as President for a second term. This comes as a motion and a second from the committee. PASSED UNANIMOUSLY to general appreciation.

8. Report of Items approved by the Executive Committee (A. Vaughn). None to forward.

9. Treasurer's Report (S. Fox). Sheldon reviewed the budget to actual report for last year, and he noted that we were \$60,000 positive on an unrestricted basis. The Finance Committee approved the Audit. The Committee has reviewed Form 990, which will be submitted and posted on the ASOR website. ASOR is in compliance with the asset allocation targets for investments. The Committee approved an investment policy for the Publications Opportunity Fund. The Finance Committee also approved a revised journal escrow policy, reviewed the annual Conflict-of-Interest disclosures and discussed re-engaging our accounting firm for the Audit. The decision on auditors will be finalized at the spring meeting. The auditors' reports did not note any recommendations for improvements to our internal controls or procedures this year.

BE IT RESOLVED that the EC approve the 2010 Audit. This is a Motion and Second from the Finance Committee. PASSED UNANIMOUSLY.

BE IT RESOLVED that, in order to segregate funds needed to fulfill ASOR's obligation to publish journals, ASOR will segregate either in a separate bank account or by memorandum entry on its financial reports, 40% of deferred income from journals for FY2011. Furthermore, for purposes of this calculation, deferred income will be reduced by outstanding accounts receivable, since there is no obligation related to memberships and subscriptions that have not yet been paid. This is a Motion and Second from the Finance Committee. Discussion: This sum will be calculated quarterly. PASSED UNANIMOUSLY.

10. Strategic Plan Implementation Update (T. Harrison--Report distributed). Tim Harrison gave a reminder of the history of the process, namely, the charge of the April 2010 meetings resulted in formation of a seven-member task force for implementation of the Strategic Plan. The Task Force was made up of Sten LaBiana, Tim Harrison, Jennie Ebeling, Suzanne Richard, Jeff Blakely, Ann-Marie Knoblauch, and Andy Vaughn. There are still ambiguities and decisions to make, but we are hopeful to distribute the Executive Committee and Board recommendations for implementation. There are proposed changes in Governance for which he solicits more comments and questions in this process. Our goal is to have a document to circulate by April 1 and then to be voted on at the Board meeting in April in Washington, D.C. Responses can be sent to the President or anyone else on the Task Force, also known as "the committee".

Discussion ensued whether the proposed Vice Present = President Elect should have a two year or three year term. It was pointed out that a one-year term as President Elect could be enough. The objection is that three years as president-elect and two three-year terms as President adds up to nine years, which may be extraordinary. Tim Harrison adds that the document to circulate in April will show specific by-laws effected and proposed words for revision.

11. Development Update and Report (T. Harrison). For the past two years we have an interim Development Committee. We are revamping the Development Committee, which is now active. Two goals are: 1. Continue working on revised funding targets. 2. Produce a development plan to present at the spring meeting. This committee is envisioned to last one year. What are the strategies to meet newly prioritized development goals? Members are P. E. MacAllister, Sheldon Fox, Eric Meyers, Joe Seger, Tim Harrison, Vivian Bull, Rachel Hallote, and Andy Vaughn. Andy added that 196 people donated last fiscal year (FY10). The Goal this year is to increase that number to 225 in FY11. Encouraged everyone to encourage two or three others to make a \$50 gift. Last year the Board had 100% participation. Our giving aside from major donors was a 30% increase in the range of \$1,000 to \$6,000. About 2/3 of the Board has made a pledge or donation. He encouraged the rest to do so. We have received \$60,000 in gifts and pledges for the Annual Fund and for the Archives Project. He has been setting up meetings with various Trustees and other volunteers to meet with possible \$1,000 to 10,000 donors. If you know of people, please talk with Andy. In comparison to our peer associations we are doing well, even if donors 200/1300. Some of our peer societies come in a 1-2% donors among the membership. If we diminish the size of the board, how will that affect our giving profile? Greater donations, not loss of income. All of the gifts to the Archives Project helped the general fund as well. Trends are good, broader base to the giving, we are off to a good start, and we have a good start. Nevertheless, please give and pledge. Took a second to introduce Weston Fields

12. CAMP Report (M. Homan/M. Kersel). Nominate Louise Hitchcock to chair the Honors and Awards committee. PASSED UNANIMOUSLY.

Thanks ASOR staff etc. Kersel Morag reports that 685 registered, and there were 354 papers. PE thanked them for serving. There was a thank you from PE. The Plenary session at the end made it possible to end on a high note. It was proposed that we tell the nominees they are being nominated.

13. COP Report (J. Blakely). Most of the journals are up to date. Arch report series new report out. Iskander studies Suppl 2 will appear this year in December.

BE IT RESOLVED that the Board of Trustees approves COP's recommendation that Derek Counts, Benjamin Porter, and Lisa Cooper be appointed to the BASOR Board. PASSED UNANIMOUSLY.

BE IT RESOLVED that the Board of Trustees approves COP's recommendation that Beth-Alpert Nakhai, Jeffrey Zorn, and Marica Cassis be appointed to the NEA Editorial Board. PASSED UNANIMOUSLY.

BE IT RESOLVED that the Board of Trustees approves COP's recommendation that Bill Arnold and Susan Ackerman be appointed for a second three-year term as the members of the Class of 2013. PASSED UNANIMOUSLY.

BE IT RESOLVED that the Board of Trustees approves COP's recommendation that James M. Weinstein be appointed for a three-year term as Editor of BASOR starting 1 July 2011. PASSED UNANIMOUSLY.

Yesterday the Executive Committee passed a substitute motion, to wit, "...that the EC directs the ED working with COP and other committees explore the expanded use of color in BASOR, shifting BASOR's production from a quarterly to a semi-annual publication, and the addition of an assistant or book review editor for BSOR and to report back with a full recommendation. Discussion: Dr. Weinstein is not requesting additional stipend. If the journal comes out twice a year it will not lose pages.

BE IT RESOLVED that the Board endorses the Executive Committee's action of 11/21/2010. Moved and seconded. PASSED UNANIMOUSLY.

c. Report from COP Chair on journal prices and distribution: Jeff Blakely raised the issue with the Executive Committee whether electronic publication of journals may face reduction in subscriptions for university libraries from institutions with multiple campuses. Libraries began going to EPSCO to get our publications at less cost. He has investigated pricing of academic journals at present to see whether ASOR could re-price the journals. An option for journals similar to ASOR's is to sell the journal, outsourcing the production and distribution to publishers. A new model is the JSTOR Current Scholarship Program. This came recommended to COP from various librarians and others. Another possibility is to hire a consultant. COP recommended that Andy Vaughn consult with the JCSP and work out an appropriate program. Andy has done so, and he noted that no one had a clear model to deal with electronic publishing. If a learned society publishes with OUP or Cambridge, there would be very little money available to the society. SBL publishes its own journal, and about 25% (similar to ours) is realized. Those who use Cambridge realize very little. Andy does not recommend using this option, as it would make it difficult to realize strategic goals. He asked about tiered pricing, but there was no consensus. Librarians were more likely to pay tiered pricing if part of a package. There was a consensus that libraries are not apt to buy aggregated productions, yet we face obstacles trying to sell our journals alone. Andy concludes that we cannot succeed with tiered pricing. There is nevertheless a very positive view of electronic journals. Andy concludes that we should go with JSTOR CSP starting Jan 1, 2012. The proposal included a \$20,000 upfront fee; we would have a 12% commission from all they sell. Or we could pay a 25% commission and no upfront fee. There is an annual platform fee of \$8,900 annual fee. JSTOR thinks we would be ahead \$300,000 in five years, but we will probably incur other costs, so it will not be so high. Jeff thinks the fallout of going electronic is that the members will not see the journals as a benefit of membership. Working with JSTOR is an improvement on the distribution side. Yesterday the Executive Committee resolved that the Executive Committee supports the movement to JSTOR and endorses the effort to raise the funds for the start up with JSTOR and authorizes the use of the opportunity fund to a maximum of \$20,000 as a last resort not supported by external sources.

BE IT RESOLVED that the Board of Trustees supports the movement to JSTOR and endorses the effort to raise the funds for the start up JSTOR and authorizes the use of the opportunity fund to \$20,000 as a last resort for funds not supported by external sources. Moved by Tammi Schneider; seconded by B.W. Ruffner. It was pointed out that this amounts to a reallocation.

A question was raised how this affects the journal exchange program. Andy replies that with tiered pricing, it would cost us \$20,000 to allow unrestricted access to our electronic journals as part of the exchange. Thus, the journal exchange program will likely stay the way it is with exchanging of paper copies but not electronic copies.

14. CAP Report (O. LaBianca). CAP promotes best practices in research and publication. CAP has approved 64 programs from 10 countries. There are 33 field projects and 31 publication projects. A major action was that the committee voted to approve projects for three years instead of one. New projects will be reviewed as they come in. In addition they took some steps to form subcommittees to look at best practices guidelines. Another committee is to put together directories of specialists such as glass experts, faunalists, etc. Another committee will review policies about overseas committees and the relationships with the three overseas centers. We will have more time to envision and discuss priorities, monitoring research, etc.

Four names were brought forward to add to the CAP Committee. Catherine Foster, Larry Herr, York Rowan, and Alexia Smith. PASSED UNANIMOUSLY.

15. Membership Report (T. Schneider). Jennie Ebling is the new Chair, but she was not prepared to report. Andy reports we update monthly on our website how our memberships go. We are slightly behind where we were last year at this time. We are trying to improve customer satisfaction.

16. Archives Project Report (E. Meyers). Eric Meyers referred everyone to the current report in the Newsletter. Cynthia Ruffo is the author, our archivist. The display this time was striking, including a life-size photo of Nelson Glueck. NEH renewal grant is pending. We will need to increase our matching funds. The focus is to finish four units of subject areas in finding aids, but not all material is fully digitized. This grant would advance to digitization process. We have late 19th and early 20th century photos. Rachel Hallote has produced a monograph with the PEF of many of these photos. We have endorsements from Boston U. librarians, which advances our relations with the Boston U. system. The archival portal we are developing will go hand in glove with publications. Depending on fund-raising in the next six months, ASOR is becoming a major stop for archival research, and many are coming to Boston to use the finding aids and access original materials directly.

17. AIAR Report. Sy Gitin reports this year a program of 80 events, field trips, seminars, and so on. Highlights include the Trude Dothan lectureship. In addition there were two mini-conferences at AIAR, one on a workshop in Iron Age and the Negev. A second is on imperial vs. local administration in the Persian period. The electronic conferencing was extended to the West Bank and this year includes Bir Zeit University. AIAR has experimented with closed web sites that can include American universities and educational programs. The exchange lectures with other ASOR centers abroad are underway. The fellowship program is in full swing. The Mellon fellowships were extended two years. Last year AIAR started a fellowship program for Chinese fellows, which expanded this year to three. Hostel renovations are concluded. AIAR has a small private grant to renovate in the Director's House. The Albright is shipping archives as paper goods to Boston. All ASOR members get a discount at the AIAR. All the Shechem material is going to the legal officer for the West Bank. It will be inventoried and catalogued, so Ted Campbell's students can have access. Bab edh-Dhra materials are also in the AIAR, and ownership has not been decided. Jordan is willing to pay for the shipment of all materials to Jordan. Those materials stored with Israel will now go to Jordan. The Library hopes to have all the map collection digitized and made available to researchers. Adopt-a-Journal program was initiated. Dan Bahat has pledged to donate his Crusader library to the AIAR. Next four volumes of Tell Mique are coming out. Vol 3 of the pottery volume is in copy-editing. One silent

supporter has donated a grant of \$285,000. Trustee Norma Dever has realized \$100,000 from AIAR alumni.

18. CAARI Report. Tom Davis introduced Amassador Raymon Ewing, who is president as of this Annual Meeting. CAARI values relationships of with other centers and with ASOR. He mentioned that they are raising funds to match a \$2 million grant from NEH for the library and other buildings. Accepted a recommendation to replace Tom Davis with Andrew McCarthy as new Director. Tom Davis thanks PE MacAllister for the exchange program with Davis at Ankara. CAARI has a new conference on the Interim rule of Cyprus by Arabs and Byzantines. He thanked directors of other centers and Tim Harrison for his visit and changing the atmosphere at CAARI. Now linkage is stronger than ever. Tim responded that he has observed that ASOR has been playing a cultural diplomacy role, and CAARI has been doing the same. The CAARI developments have been quite substantial.

19. ACOR Report. Barbara Porter reports that Nan Frederick received the Albright award. Nan could not be here, but she was thrilled. In terms of changes at ACOR, Don Keller is now Associate Director of ACOR. There were about 25 projects helped by ACOR. The Jordanian Director's group has met with the Director of the new Director of Antiquities of Jordan. In the summer ACOR hosts a summer Arabic problem, which keeps ACOR in the black, but this means no housing available for visiting scholars. He encouraged the Board members to encourage their students to apply to the Arabic problem. The ACOR Publication fellowship is now on board. She encourages applications for nationals of all nations. There are two fellowships for Jordanians to come to this meeting and read papers. The ACOR Newsletter is now online and features archaeological projects. Iraqi scholars on their way to the US often come to ACOR. The Mellon Fellowship will be featured in the ACOR newsletter. Barbara Porter hopes to participate in the Directors' Exchange. In 2009 ACOR raised \$71,000, but raised \$121,000 this year. Phil Hammond's archive is now in the ACOR basement. It will be scanned and made available to the public.

20. Executive Director's Report. Andy Vaughn reports that there was an effort to make the ASOR booth look better at this Annual Meeting and a focus on customer relations and service. The Staff is trying to discover what we do well and what we can improve. ASOR has a \$5k donation for student scholarships to this meeting. The Boston office has hired a part-time, recent graduate to work on foundation and grant research. Andy plans to meet with more foundations. About half of that cost was underwritten by a designated donation. The Development Committee has decided to research foundations carefully and to find those that ASOR should look at more. Friday night was the Legacy circle and their guests. Three years ago we had two people who had made planned gifts either now or in the will. We have nine today. He hopes that more and more Board members will do so. Our endowment insures that our work continues. Last year we tried to encourage people to enroll early. Four did so. This year we printed ASOR bucks. This year we gave them a coupon, and 33 people signed up. Make your hotel reservation for the 2011 meeting. We have reserved extra hidden rooms in case we fill up. But it is better to make the reservation now.

21. President's Report. Tim Harrison acknowledged the Committee for Annual Program and all Staff for their outstanding work for the Annual Meeting, but also year around. He acknowledged those Vice Presidents who are leaving the Board, namely, Morag Kersel and Michael Homan and

Tami Schneider. All three have worked very hard and elicited favorable responses from the membership. Jennie Ebeling will take on the Membership role. Our committees are doing well, but he wished to single out the Committee on Publications and Jeff Blakeley (a daunting position with large financial implications) and CAP, which has met for many hours. Eric Cline is also stepping down, and the President acknowledged his contributions in Public Media relations. Many thanks to Sheldon Fox as Treasurer and his work with Selma Omerefendic and Andy Vaughn. He looks forward to the implementation of the Strategic Plan and its changes in Governance and program and finances. He anticipates major advances in Development in the future. Expanding lay leaders. Cultural diplomacy, ethics, and public policies in the Middle East. The Directors' Exchange illustrates this new trend Outreach and public engagement relates to expanding lay leadership. Finally two announcements: 1. One of our Institutional Supporters Eric Cline announces the creation of the George Washington University Capitol Archaeological Institute to promote archaeology and its linkage to current issues and new technology, urbanization, globalization. 2. The new exhibition in Washington at the Smithsonian of 50th year of Republic of Cyprus. We will have our spring Board meetings April 30 with a reception at the Sackler Gallery in connection with the exhibition.

22. Chairman's Report—P.E. MacAllister reported on the events accompanying the demise of the English King in 1066. York was seized and destroyed. William took up position opposite the French fleet. A nine-hour battle ensued and the Normans broke the Saxon line. From this time onward, England was never invaded again. Norman rule changed England irrevocably to a rigid rule with detailed records. In 1086 all elites swore fealty to the king. Three elements are 1. The structure or infrastructure, 2. The plan and design, and 3. The leader, architect, or king. Yet the life of the ordinary citizen changed very little. ASOR can learn from this that there is necessity for good structure, accountability for leaders, and the question of organizational goals. A new Strategic Plan and new Leaders may answer this question. Action is not always progress.

23. Old Business. Recognize our President and Executive Director for their exceptional labors.

24. New Business—none.

25. Announcements—none.

26. Adjournment called by P.E. MacAllister at 11:31 am.

Respectfully Submitted,

James F. Strange, Secretary