



W.F. Albright Institute of Archaeological Research Director's Report to the Board of Trustees

November 2017

Matthew J. Adams, Director

Introduction

This report summarizes the chief accomplishments and issues arising since the April 2017 report as well as looks forward to upcoming challenges. While there is a tremendous amount of positive things to report on, it should be noted right up front that our biggest challenge is a significant deficit ca. \$100,000 and in monthly cash flow that we must solve immediately. This should be considered an emergency - at the time of writing, we are unable to make payroll for some employees for November 2017.

Fluidreview Application System

Last year, the Albright engaged in a collaborative project with CAORC to develop and utilize a united ORC online fellowship application system called Fluidreview. While we liked Fluidreview, linking our system to CAORC's came with a number of disadvantages that out-weighed the cost savings. In response, we converted to our own independent Fluidreview account at the cost of \$10,000 per year, which went into effect in July 2017 and was implemented in early September to accept applications for the September 2018 to May 2019 Academic Year. The first application round ended successfully on 15 October 2017. Overall, the implementation was successful, despite a few hiccups along the way. By the end of November, we'll have gone through the whole basic fellowships process with the system from application through award reviewing. We have configured the system for the basic process, but Fluidreview is very powerful and setting up other offered features will allow us to manage fellows and Alumni.

Applications for 2018-2019 Fellowships

This year saw a record number of applications for Albright Fellowships. We received a total of 173 applications for various fellowships from 53 applicants. Compare that to 2017-2018 for which we received 163 applications for various fellowships from 71 applicants. Compare that to 2016-2017 for which we received 137 applications from 44 applicants, and to 2015-2016 for which we received 146 applications from 54 applicants. Fellows represented the Australia, Austria, Canada, Germany, Hungary, India, Israel, Italy, Norway, Romania, Spain, Ukraine, UK, and USA. For the NEH fellowships, we had 21 applications, compared to 15 last year.

Noble Group Fellowship

Regretfully, the Noble Group Fellowship program has been canceled by the sponsor, due to significant changes in the company, including major losses recorded since 2015. As you know, the Noble Group fellowship program has been a great success, with 34 fellows funded through the program since 2010. My previous reports discussed the impact that the program has had on Chinese scholarship. For the relatively short period that the Noble Group Fellowships have been in place, they have made an inordinate impact on the Chinese academic community. As one of the only research institutes in the region, the Albright, with Noble support, has emerged as *the place* where Chinese scholars go to advance their studies in the Ancient Near East.

We thank the Noble Group for these past 8 years, and we hope that we will continue to play a role in the burgeoning Near Eastern and Jewish Studies departments which are now growing up at Chinese universities. I believe that the Noble Group has played a significant role in these developments through their partnership with the Albright.

Fellows in Residence and Friends



From June to August, the hostel was full of short-term summer guests in the country for excavation, touring, study, or other professional engagements. Naual Herbawi, Housekeeping Supervisor, did an excellent job with the major increase in arrivals and departures, quite a different experience from the longer stays of the academic year.

We counted Susan Ackerman and Bill Dever among our summer guests. We also hosted a group of American students in the country with Jimmy Hardin; another group of Polish archaeologists; John McDermott of the Palestine Exploration Fund; weekenders on break from excavation; various alumni;

and of course, Trustees Sharon Herbert, John Spencer, and Dan Wolk. We also had quite a few first-time guests of the Albright which is a good sign of our growth.

Fall Fellows

This semester we have a small group of fellows, as most of this year's appointees have elected to come in the spring: David Graf, S. Gitin Distinguished Professor; Alexander Brey, ECA Fellow; Daniel Waller, Carol & Eric Meyers Doctoral Dissertation Fellow; Rangar Cline, NEH Fellow; and Hualong Mei, Noble Group Fellow. Fellows this fall are a tight-knit bunch, hanging out in the courtyard every day for 4:00 pm tea time, and holding a weekly movie night in the common room.

Also staying in the hostel for the entire academic year is a doctoral student, Hikaru Kumon, a graduate student at the University of Wisconsin-Madison, in the Classical and Ancient Near Eastern Department on the Hebrew Bible track. He is on an exchange program and attends classes at the Rothberg International School. We also

hosted another doctoral student, Sarah Berns, from Brown University, who chose to stay at the Albright for several weeks to work on her dissertation. Peta Seaton, an Australian former MP who has returned to archaeology, stayed in the hostel for a few days while she visited area sites.

Johns Hopkins University-AIAR Undergraduate Archaeological Fellowship



Elana Neher will be entering her sophomore year at Johns Hopkins University this fall with a summer of archaeological experience under her belt. Neher was awarded [the Johns Hopkins University-Albright Institute Undergraduate Archaeological Fellowship](#) to spend this summer on an archaeological excavation in Israel, followed by a one month internship at the Albright. Neher first participated in the [Jezreel Valley Regional Project's](#) archaeological field school at the Legionary Base of the Roman VIth Legion at Legio, Megiddo. Moving to the Albright following the dig, Neher and the [JVRP/AIAR Summer Intern Matthew Vineyard](#) began work assisting MA student Christina Olson, cataloging the mysterious baskets of archaeological material from the deepest

corners of the Albright attic, [excavated last summer by Olson](#). In preparation for replacing the roof this summer, it was time to conduct this meta excavation.



Elana Neher of Johns Hopkins University at work processing finds from the Albright attic (above) excavated last summer by Christina Olson, MA student at East Carolina University, August 2017. Left: Elana at Legio, Megiddo, July 2017.

“I definitely want to be an archaeologist,” Neher said. “When I found out I got the fellowship I was so excited. I have met so many people in the field and learned about the different paths you can take within the field. It was beneficial to both dig at Legio and then come to the Albright afterwards for all the work that goes on after an excavation—the analysis. It was also exciting to be in the country for so long.” Neher declared an archaeology major at Johns Hopkins this past spring.

The relationship between Johns Hopkins University and the Albright Institute goes all the way back to William Foxwell Albright himself, who served as director of the “Jerusalem School” for two terms, from 1920 to 1929 and again from 1933 to 1936. During his second term, Albright alternated semesters with his professorship at Johns Hopkins (King 1983: 86), where he had also completed his doctorate in 1916.

Trustee Bjorn Lindgren and his wife Beverly funded the fellowship, investing in Neher’s career goals and in the Albright’s mission to promote the study of the Near East. We hope our friends will consider investing similarly in the Albright, ensuring we continue to be a resource for a new generation of promising scholars.

Interns and Volunteers

While we have always had an interested undergraduate or two each year to assist with various Albright or fellows' projects, primarily through the Hebrew University Rothberg International School internship program, recently, we've had an unprecedented number of outside individuals offer their assistance to the Albright.

JVRP/AIAR Summer Internship



The [Biblical Archaeology Society of Northern Virginia](#) (BASONOVA) and [Biblical Archaeology Forum](#) (BAF) sponsored student Matthew Vineyard, who was selected for the [Jezreel Valley Regional Project](#)/Albright Institute Summer Internship. He began by participating in an excavation, and then took up residence at the Albright for the slightly less dusty phase of the internship.

Left: JVRP/Albright Summer Intern Matthew Vineyard at the excavations at Legio, July 2017

Vineyard is an undergraduate at The College at Brockport, State University of New York, and

spent his summer digging at the third season of excavations at the base of the Roman VIth Legion at Legio, near Tel Megiddo. He was at the Albright for his one-month internship, helping to process finds post-excitation, getting involved with various other projects at the Institute, visiting nearby archaeological sites and museums, and rubbing shoulders with senior scholars in residence at the Institute. We were happy to have him here and grateful to BASONOVA and BAF for their generous support!

BASONOVA provides annual grants to archaeology students, to help defray the cost of their participation in an overseas dig and "invest in the future of biblical archaeology."

Hebrew University Rothberg International School Intern

Ariel Wills has joined us for the year as part of the Rothberg internship program. She is assisting with a wide variety of projects from digital archiving, assisting in the library, and assisting with the fellowship application database - transcribing pertinent data from past applications.

Debbie Blome, Volunteer

Debbie is the spouse of the Consul General of the US in Jerusalem who approached us about volunteering after participating in the Ramadan Nights event. She has been working 1-2 days a week, schedule permitting, on a couple of different projects, including assessing our paper archives and adding details to our Alumni database.

Mary Pelletier and photo archive project

Mary Pelletier, a writer and art historian specializing in early Middle Eastern photography and with years archiving experience for museums and individuals, will be helping us archive photographic materials at AIAR. In addition to creating and organizing metadata for photographs, correspondence and the like, items will be organized in archival-quality housing.

Planned Archival Methods Workshop with Silvia Krapiwko

Silvia Krapiwko, head of the archives at the Rockefeller, will present a workshop on archival methods for archaeologists in the spring of 2018. She is currently developing the content, and we plan to host the three-hour hands-on closed workshop in the Director's House. Krapiwko is particularly interested in the material generated on excavation, excluding finds: handwritten notes, ephemera, photographs, etc., which she argues should *all* be preserved for future study, as part of a complete history of an excavation.

Program

We wrapped up the 2016-2017 year with the last of the Fellows' workshops and the second Associate Fellows' symposium of the year. As a side note, though these informal gatherings were enjoyable and a good way for the fellows to meet the Associate Fellows, we've decided to discontinue them this year. Instead, the requirements for Associate Fellowship now include more concrete ways of participating, and so far, several of our Associate Fellows have led field trips. We look forward to seeing what other contributions the Associate Fellows make towards the programming year, be it through guiding, creating content for our online outlets, giving a lecture, or other work that benefits the Albright.



We also had the pleasure of hosting Trustee David Vanderhooft for a lecture, as well as Felicity Cobbing of the Palestine Exploration Fund, an event jointly produced with the Tantur Ecumenical Institute and University of Notre Dame. Felicity's lecture at the Albright followed one at Tantur, which all the fellows in residence attended.

Left: David Vanderhooft in the Director's House, being introduced before his lecture "Nebuchadnezzar, King of Babylon, My Servant: Opposing Prophetic Images of the Great King"



Felicity Cobbing of PEF in the Director's House

Program (cont'd)

Shawarmafest marked the official end of the programming year, and as usual, it was well-attended and festive. We were happy to see everyone that participated in and made the year a success at the Albright. And the food, as always, was excellent thanks to Hisham. 1960s Greenwich Village folk-revival musician, now resident in Israel, Harvey Brooks brought his band for the event in the Director's House; music was a fantastic addition to the event, and a huge hit!



Above left in the Center: Robin Solomon, Cultural Affairs Attaché of the US Consulate; Above left at right: Jack Persekian of al-Ma'mal Foundation for Contemporary Art. Above right: the scene at Shawarmafest.



The band! The Harvey Brooks Trio. Harvey Brooks had another life as a rock star, playing with Bob Dylan, Donald Fagan, and many others. He now lives in Jerusalem.

Program (cont'd)

While normally, lectures are not normally planned for the summer months, we seized an opportunity to host two scholars this summer. Jaromir Krejci from the Czech Institute of Archaeology gave a lecture at the Albright as part of our series of joint events with Tantur Ecumenical Institute and University of Notre Dame. Oystein LaBianca gave a lecture on community archaeology at Tell Hisban. Each event drew more than 25 participants.



LaBianca lecturing at the Director's House

As detailed in a below section, we hosted the two-day community outreach festival “Ramadan Nights,” collaborating with Jack Persekian of al-Ma’mal Foundation for Contemporary Art, made possible with a grant from the US Consulate.



Our Fourth of July Barbecue for American Excavators and Friends was fantastic, with over 150 guests from excavation teams throughout the region and the regular crowd as well. Al Mazaj Ensemble, a group of musicians who met and trained at the Edward Said Conservatory of Music (our neighbors!) provided beautiful Arabic background music in the courtyard on

what turned out to be a lovely day. We held the event at an earlier hour than the previous year, after noticing that most people had to leave relatively early to get back to their sites and be ready to wake up the next day.



Left: Al Mazaj Ensemble, graduates of the Edward Said National Conservatory of Music (our neighbors!), at the Fourth of July Barbecue



Fourth of July Barbecue for American Excavators and Friends



The 2017-2018 academic year kicked off with the Fellows' Orientation and Barbecue, attended by the resident fellows and Associate Fellow. The following weeks were dedicated to institutional visits to the École Biblique and Rockefeller Museum, getting the fellows familiar with resources in the neighborhood.

Left: Fellows in the Rockefeller Archive.

Program (cont'd)



The first field trip was to the Old City/Silwan with Joe Uziel and Mt. Zion Excavations with Rafi Lewis, two archaeologists we are happy to have as Associate Fellows.

Left: Joe Uziel leading the fellows at City of David Archaeological Park

On one long day in October, Associate Fellow Shulamit Miller led the fellows at Sepphoris , followed by Tel Shimron with Dan Master, and

Megiddo and Legio with yours truly. With the holidays in September and major conferences at Hebrew University and Tel Aviv University, we kept our own program minimal. On November 7th, two more of our Associate Fellows led field trips: Katharina Streit at Tel Lachish, where she directed excavations this past summer; and Gerald Finkelstejn at Maresha/Beit Guvrin.



Right: Fellows at Sepphoris



On November 9th, David Graf, S. Gitin Distinguished Professor gave his well attended workshop, on new Nabataean discoveries from his summer field work. We look forward to a lecture with Hamdan Taha at the end of November, and one more fellow workshop before a short break in programming between the Christmas season and the arrival of the spring fellows, most of whom arrive on or around January 15th, 2018.

Left: David Graf at his workshop on November 9th, 2017.

The majority of fellows opted to come in the spring, so next semester will be extremely busy, with a workshop or other event nearly every Thursday. Andrea Berlin, S. Gitin

Distinguished Professor this spring, has planned several events for next semester: a Levantine Ceramics Project (LCP) petrography workshop, an all-day Maccabees Project workshop/conference, a household Judaism seminar/workshop, and a dinner-dialogue event around the formation and especially later narration of

a Judean polity in the Iron Age and 2nd c. BCE. I am organizing a 3-day conference in late May with Valentine Roux of the *Centre de recherche française à Jerusalem* and Felix Hoeflmayer of the *Austrian Academy of Sciences*, entitled “Transitions during the Early Bronze Age in the Levant: Methodological Problems and Interpretative Perspectives.”

Field Trip Abroad

Last year’s trip to Jordan was another success with the American School of Classical Studies at Athens joining us. This year we will be returning to Jordan from March 9-15, 2018, a smaller trip mostly comprised of fellows. It’s not too late to join in! Trustees and friends are welcome. Please email Sarah Fairman for details at sarah.fairman@aiar.org.

As for next academic year, Egypt is once again under consideration for spring 2019. I’ve been in contact with the incoming director of ASCSA who is interested in organizing a joint trip.

Nablus Road Open Days 2017 Grant

Following on the success of the Nablus Road Open Days in 2016, a project jointly organized by the United States Consulate’s America House and the Arab Hotel Association, the project was renewed for 2017. We were asked by the Consulate to participate again in May of 2017; as you may recall, we were anticipating the event at the time of my last report, and this time developed a plan to cooperate with Jack Persekian, Director of the Al-Ma’mal Foundation for Contemporary Art in Jerusalem. The grant of \$70,293 was to fund two days of food, music, and art on the Albright’s premises. We also managed to include ground cover of the rear parking lot as part of the grant, at a cost of \$7,500. After the gravel was poured, however, the Consulate decided to back out of the event, due to a hunger strike in the Palestinian prisons and accompanying general strikes in East Jerusalem. They were the only sponsor to back out, however, so the Albright would have been conspicuous if we did not participate. We decided to hold a very scaled-back version of what we originally wanted to do, with the Consulate promising to hold an alternate activity at a later date, which developed into the “Ramadan Nights” event detailed below.

Ramadan Nights 2017

We had to come up with an alternative activity for the Nablus Road grant funds, which were already contracted. We proposed to the Consulate a cultural evening during Ramadan, and for two of the last days of Ramadan, we were pleased to open the gates once again to our neighbors and friends. The activities took place in the evenings after Iftar, and aimed to highlight the cultural heritage of the local community and cemented the U.S. Consulate General’s and the Albright’s roles in making positive contributions to the cultural life of East Jerusalem. Activities included concerts each evening featuring local musicians, a *souq* with local



handcrafts for sale, food stalls, and a spectacular photographic exhibition. Jack Persekian, director of al-Ma’mal Foundation for Contemporary Art at New Gate in the Old City created, designed and produced an interactive photography installation on the Albright grounds. He recreated, with great precision, historic photographs from the Matson Photograph Collection (the complete collection is viewable at the Library of Congress website, <http://www.loc.gov/pictures/collection/matpc/>) and layered them over prints of the original photos in lightboxes that he designed and produced.



One could then lift up the top photograph to reveal the original Matson photograph beneath, as both photographs had the exact same perspective, scale, and angle. The lightboxes were interspersed in the trees and bushes of the Albright grounds, transforming them. The exhibition was popular with the local community and introduced them to the Albright.

Jack Persekian specially produced miniature versions of his photo collages for you, the Trustees, which will be

delivered to you either during ASOR or via post. If you'd like to contact Jack, his email address is jackpersekian@gmail.com.

It was wonderful to welcome the local community and strengthen the Albright's ties to another cultural institution in Jerusalem, as well as aid the consulate in their goal of providing positive activities and connecting locals to their cultural heritage.



A stage was built on the rear parking lot of the Albright, and hosted concerts both evenings, the first night contemporary Palestinian rock, and the second night a group playing and singing traditional Arabic music.



Albright Live

The [“Albright Live” YouTube channel](#) has been a great success! The channel has 77 subscribers, and our seven videos of original lectures have nearly 2000 views, double the number reported in April. The goal is to livestream our lectures and workshops (on an opt-in basis) for the benefit of our friends and colleagues abroad, expanding our reach and allowing greater access to the scholarship coming out of the Albright. Not only that, but we can better reach our constituencies that are behind the separation wall and cannot easily get to Jerusalem.

Numerous Albright lectures and events were recorded in the 1980s on video and audio cassettes. These have now been digitized and we will be releasing them on the Albright Live channel throughout the year!

Destination Albright

The budding Destination Albright program continues to be a successful way of supplementing income and cultivating new supporters. As you recall, Destination Albright is an initiative designed to bring more potential friends through the gates of the Albright. We are targeting small- to medium-sized tour groups by making connections with tour guides and agents and getting the Albright on their list of places to visit. Guides are always looking for unique places to visit, and the Albright is certainly that. We are also targeting our own constituents - college professors who bring their students to the region for study and tours. The Albright is a destination for anyone interested in the history of archaeology in the region and the important role the Albright has played in the field. Tour groups are charged a basic per-person amount for this, but can pay an extra fee for a special lecture from one of our current residents about their cutting edge research, or stay for a special lunch designed and served by the famous Chef Hisham!

The Director’s House is an essential part of what we can offer to tour guides, dig directors, and local NGO’s and nonprofits who can use it as a meeting space. We can host receptions, lectures, meetings, dinners, and other events and arrange the setup to match whatever the need is. Because the Director’s House is in a separate wing of the building, the events are not disruptive at all to the residents in the hostel or common room/dining wings. The demand has been slowly growing by word of mouth.



In May, a local women’s clothing shop shot photos for their catalog on the grounds, and the UNDP held a signing with the European Union in the Director’s House. In June we hosted the Jerusalem American International School high school graduation in the Director’s House (three graduates, in photo at left), as well as a dinner for the Jezreel excavation team. October was a busy month for Destination Albright. We hosted al-Mortqa Women’s Organization, who requested to use the front grounds of the property for a women’s microenterprise bazaar, on recommendation of the US Consulate. We hosted a group of Canadian tourists on a luxury tour, as well as a

Martin Randall Travel group, guided by Felicity Cobbing of the Palestine Exploration Fund. We have quite a few groups reserved throughout the rest of the year, and anticipate more.



Above left: the setup for the JAIS high school graduation. Above right, a UNDP-EU agreement-signing in the DH.



Left: The Jezreel dig team, treated to an Albright dinner by their dig directors, and dazzled by Hisham!



Destination Albright is a good way to secure some extra income and will/should be a key component of our development and outreach efforts for various constituencies. All of the events detailed above generated revenue (see below).

Left: Photo shoot at the Albright with princesses!



Tour group at dinner at the Albright in October 2017. Below, the set-up for the meal.



Staff

“Equalization”

“Equalization” is a procedure put in place some years ago when some of the Palestinian employees were forced to register with the Ministry of Labor and have their salaries processed through their Palestinian worker system. The tax and benefit structure of this system is different from that of the other employees, and the “equalization” payment was an annual payment made to those employees to try to balance out the benefits, amounting to about \$6000 per year. The payment, however, is convoluted and requires extra budgeting and accounting procedures. With the employees knowledge, we simply gave them a raise equal to the amounts they were receiving as part of the equalization payment. No more extra accounting, simplified expectations, and streamlining of the payroll figures to employees that will facilitate our next moves regarding Pensions (see below). Overall, this amounts to \$1 per hour raise for Nadia, Hisham, and Lutfi, but does not impact the budget, since the amounts for “equalization” payments were already in place.

Pensions

As I have regularly reported, the Pension plan is a real issue. This was thrown into high relief during the Flusfeder settlement arguments. In April we reported our plan for migrating all pensions to Israel and closing down the US Plan. We have now opened local accounts for Sarah Fairman, Faiz Khalaf, and Lutfi Musa - who never were enrolled in the US pension plans to begin with. We continue to consult with our pension lawyers in the US to determine the best course of action for the US plan and how to properly migrate the other employees to Israel.

New Administrative Staff, Please!

I copy this verbatim from my previous report, as it remains a high priority. Sarah Fairman and I continue to handle all of the Administrative needs that support all of the programing described herein, as well as struggle to develop strategies for fundraising. Additional administrative staff is needed:

“As you can see from above and below the Albright is engaged in a wide variety of new initiatives and programs that are exciting. I would like to request that we add to our development priorities list a new hire for a Program and Events Coordinator who would manage all of the programming at the institute, including field trips, lectures, events, Destination Albright, and special projects like Nablus Road Open Days. In some ways, this was the responsibility of the Frerichs Program Coordinator, but with the expanding programing of the institute, we need a full time professional person in this position.”

Facilities

Facilities has been a significant focus of our efforts over the last year, and we have now wrapped up the major projects, There are always new projects brewing, of course!

En-suite Rooms

The three en-suite rooms have been a huge success (see occupancy below). I hope to raise an additional \$25-30,000 next year to add bathrooms to Rooms 1 and 3, which will create a nice distribution between hostel

space and rooms with private baths and add more than \$10k of new income. At present, I have a donor interested in this project.

Hot Water System

The new Hot Water System has now been running for nearly a full year, and has been a huge success. While the system has eliminated \$30k of diesel fuel costs, it has only added about \$5k to the electricity bill.

Common Room

We have given some attention to the common room. We have reupholstered and restained the old furniture, replaced the lights with LEDs, and continue to make some occasional decorative modifications.

Fence

Thanks to the support of Abdullah Jibrin, the Albright has become eligible for a grant from the UNDP to refurbish the exterior fencing at the institute. This is part of a large development project aimed at revitalizing Salah ed-Din St. Our architects are currently drawing up plans and engineering specifications for raising the stone wall a couple of courses and repairing the aging iconic green fence on the south and west side of the institute. With these plans, we are planning to submit our application to the UNDP in the coming months.

Roof

The aging leaky roofs have been replaced! It has been a long time coming but the project is now complete. The contractors dismantled existing roofs down to the joists, refurbished existing eaves, repaired chimneys, and put down new waterproof insulation before retiling the roof and replacing all of the gutters. New features include fire retardant insulation, covered gutters for keeping leaves out, and a safety harness system for roof maintenance.



Above and left: working on the roof!



More work on the roof



That's better!

Director's Apartment

The Director's Apartment on the second floor of the old Director's house was completed in September and my family and I moved in at the beginning of the programming year! The three-bedroom two-bathroom apartment features a large open kitchen, dining, living room space, complete electrical and mechanical upgrade, all new triple-insulated windows, airconditioning, underfloor heating, private laundry room, and an unfinished spacious attic.



Basement Lab, Outdoor Archaeology Lab, and Storage

Due to the ongoing progress on the publication of the Miqne excavations, the Miqne excavation materials have now all been removed from the basement lab, freeing up a large amount of space to rent out to other excavation projects. With our expanded effort to monetize our lab and storage space through reorganizing space and advertising, we have received several new requests for space rental both in the basement lab and in the Outdoor Archaeology Lab's containers. Nearly \$5000 has been added to our budgeted income for this year and we expect that to double next year, based on inquiries from a number of excavations. The rental fees are just the beginning as we expect excavation projects renting work and storage space to also rent rooms for staff members who will be working on the material periodically across the year.

Library

Over a decade ago, an initiative to digitize the Albright map collection was halted due to lack of funds after only a couple hundred maps were digitized. Over the summer we contracted with Nosarai Digitization to complete this project, and over 1,100 images received in September. Brings to an end the final digitization of our entire map collection. The librarians are hard at work cataloging and uploading the digital files into our Alma library software. Search [HERE](#). If that does not work, go to library.aiar.org, advanced search for material type "Cartographic materials" containing word "map".

Alma also has the capability to catalog our archives, historical photographs, and artifact collections, including the wealth of material which was removed from the attic in anticipation of the roof renovation, and some of our volunteers and interns are beginning to prepare that material for cataloging.

Exlibris recently announced a facelift for its Primo frontend software (the face of Alma for users), and our site has already been upgraded. The new version of Primo will allow for greater customization of the Library's home page and search interface, which we are currently working on.

Attic

Christina Olson completed her year long project (which also was her MA Thesis at East Carolina University) to identify, record, and repackage the archaeological material from the Albright's attics. She identified material from Tell el Ful, Tell Bandar, Tell el-Qelaya, Bab Edh-Dhra, Tell er-Rumeith, Luza, Caesarea, Meiron, Kh. Shema, Tell Beit Mirsim, Bethsaida, Tell Balata/Balut, Dhiban, Dhawr es-Safiyah, Khanijirah, Munshara, Suwwanet Eth-Thaniya, Ajjul, Tel Rehov, and other sites representing survey and excavations by Albright affiliated scholars going back to the 1920s. The material is now nicely packaged and stored in the Outdoor Archaeology Lab, and we await a detailed report from Christina that will assist us in deciding what to do with it all!

Finance and Budget

Last spring we were anticipating a FYE18 Budget that was balanced. However, several developments have changed this picture dramatically. In August, in anticipation of the EC budget meeting, we were predicting a \$124k budget deficit, stemming primarily from the loss of income from the DH and the expiration of the commitment by an anonymous donor to pay the annual fee for the Alma library software. Since then, the library donor has committed to another year of contributing to the Library Software, and a few other tweaks to the budget show a \$105k deficit in the current budget. It should also be noted at this point that the budget is showing a 4% draw on the endowment.

Exchange Rate

The exchange rate had a high of 3.88 last summer and dropped to a low of 3.60 in March. It rebounded somewhat to 3.65 when most of the calculations for the Jerusalem budget were made, and this continues to be the figure in the current budget. However, since then, we hit a new low of 3.48 in October. At 3.60, our roughly 1.6 Million Shekel expenses in Israel translates on one extreme to \$450,000 and on the other to \$418,000, i.e. \$32,000 USD.

Arnona

Our property taxes (Arnona) were reassessed this year resulting in an increase in Arnona, which in conjunction with the exchange rate, goes from \$30k to \$45k.

Rental Income

Demand for hostel rooms and apartments continues to be high. Last year, we brought in ca. \$190k in rental income (not including the DH rental) up from \$174k from the previous year. The current budget estimates ca. \$185k, while it does not account for nearly \$15k of unexpected reservations which were made last month. This year, therefore promises to be a record year for rental income, and there does seem to be room for improvement as we continue to advertise our space available and to come to agreements with sister institutions to host their overflow residents. That said, our biggest blow was the loss of \$83,000 of income from the Director's House rental.

Unbudgeted Income Potential

1. We will probably be approached by the consulate to do another Nablus Road-type event next April. In this case, we will probably net \$10k, which is not currently in the budget. The Nablus Road/Ramadan Nights Events income and expenses that are currently in the budget relate to outstanding income/expense from the last event.
2. Annual Appeal: We have conservatively guessed \$20k. I believe we can do much better if we're really working on it. Perhaps an additional \$20k or more.
3. Fluidreview online application system. I think we could get someone to pay for this as a contribution. Perhaps we'll ask someone. Any ideas about who might be interested in putting in \$10k for this year?
4. Store Room rent: We've had a lot of requests for storage. I think we'll increase add at least \$4k to this income this year.

IN SUM:

Best case scenario we can bring in \$14k more income than budgeted without fundraising. The rest needs to come from fundraising.

Potential Savings

1. Exchange Rate: A modest increase in the exchange rate by a few points could save \$20k or more. Of interest:

<http://www.globes.co.il/en/article-shekel-pushes-dollar-below-nis-350-1001194725>

Forecast doesn't look great:

<https://tradingeconomics.com/israel/currency/forecast>

Trump is the wildcard... note the decline began on Jan 2...

<http://www.xe.com/currencycharts/?from=USD&to=ILS&view=1Y>

2. 2700s section of Jerusalem budget. We will work hard to cut costs in Maintenance and Repair, Food, Grounds, Furniture, etc. If we really tighten our belt, we might be able to cut \$10-20k here. But, really, our expenses are high because of the exchange rate and the cost of food, in particular, is expensive here.

True Unknowns

The pension plan is still a big unknown. It could turn out that we have a lot of extra cash after this is resolved. I do not foresee a situation in which we have to pay out more than we have indicated in the budget. In short, what we have in the budget is worse-case-scenario. I.E. In 2108. Best educated guess: we will save \$29k from the budget.

CPA Transition

We have been working with a local CPA, Sarnat & Co. for about a decade. We have had many problems with this team over the years; two in particular stand out. First, they are the one that developed the idea for two

companies, which everyone agrees was a bad idea and has been a financial and logistical burden for the Albright for many years. Second, his assistants, with whom our Finance Manager interacts most, do not speak English very well at all. In fact, his new hire, who is assigned to us, doesn't have a word of English! Further, we have come to suspect that many of the ways that we do things financially, with regard to reporting through the CPA, is not exactly compliant with local regulations.

With this in mind, we interviewed a few new CPA firms to see if we could do better on these issues. We have found a wonderful company local to East Jerusalem that understands the complexities of Israeli tax law for businesses in East Jerusalem and had a lot of experience with international organizations working here. Having gone over most of our business with them over the course of two meetings, it became clear that they are the perfect hire for our CPA needs. Their rate is competitive with Sarnat's and they provide much more service in a professional manner. The company is Deloitte, a local branch of the well-known international CPA firm.

Regarding the two companies, Deloitte agrees with our and our lawyer's assessment and understand well the process for registering our US company, making it compliant, and liquidating the Israeli company. They also pointed out several aspects of our financial reporting that are not in compliance and should be done differently.

We switched to Deloitte in September and as part of the set-up process, they helped us in revamping all of our local accounting procedures and developed project categories that better help us track income and expenses for the hostel, Destination Albright, the Library, and elsewhere. They now take care of all our monthly payroll, deal with all tax issues, conduct the annual audits for both companies, and work with us and our lawyer to finalize the transition back to one company. The budget for CPA services will remain the same as with Sarnat, with ca. \$5000 saved once the transition to one company is completed.

Registration in Israel

We continue to work on this transition, and have received a final batch of document requests from Israel and are now working on these, including a slew of new POAs, affidavits, and other documents currently going through the apostille process in the US. Dare I say that we can have this wrapped up by the new year....

Development

After three years of reinventing operations at the Albright and making significant facilities changes, we are now in a position to understand the true costs for running the institute. We need to actively raise at least \$100,000 per year. This is an achievable goal, but one that requires an active development committee, an organized plan, a time-table of goals, and the participation of each trustee. We have put together the skeleton of an Annual Fund campaign which will be the basis for a broad effort to put in place a development plan that seeks to raise \$100k per year in operations costs as well as funding for projects.

The Annual Fund had a soft opening with my Letter from the Director on 20 September. We had a stellar 45% open rate (list average is 35.7%; industry average is 23.3%). Unfortunately, despite that we only had 4 unique clicks on the link to the contribution store. However, 3 out of those 4 people actually contributed via that. Overall, we have great open rates for our mailchimp emails, but getting people to click on the contribute button is our biggest challenge at the moment. Snail mail letters are part of the planned campaign later this year.

Based on this data, past performance, and our need to raise ca. \$100k, we've put together a gift-range chart (below) which we all will use as a guide. We've listed eight levels of gifts, with the lowest being gifts under \$100, averaging \$30. In the other columns, we've listed how many gifts we'd need at each level in order to reach \$100,000. Broken down in this way, the goal seems much more manageable.

When looking at the amount of gifts required at each level, we then should look to corresponding constituencies that make sense for each level. We have a few built-in constituencies that, when combined with donors who have given in the last few years, should give us enough possibilities to work with.

Built-in Constituencies:

1. Trustees
2. Associate Fellows

Other Constituencies:

1. Lecture/workshop/event attendees
2. Alumni
3. Director's House Challenge donors
4. Other past donors

Our goal now is to build lists of these persons and distribute them to trustees and volunteers to make contact soliciting gifts.

Beyond these groups, we need Trustees, to brainstorm prospective donors from their circles, especially for the higher gift levels. We anticipate that most of those gifts will come from the United States, which is why we'd like to pass that responsibility to you.

In the Jerusalem office, we are going through our gift history and updating our Alumni Database that we created last year, and will divide up these contacts (past donors and alumni) and give you a list of people we would like you to contact. We'll have our own list as well. We should get in contact with these people and ask for a specific gift amount, and we'll try to predict, as best we are able, what a manageable gift would be for that person. We will have the greatest number of people to contact, but we'll select for each of you people that we anticipate you'd have an easy connection with.

The Jerusalem office will be primarily responsible for soliciting the smaller gifts, at the \$100 and \$30 levels, which is actually the highest quantity of gifts.

Of course, the more gifts in larger amounts we get, the more the burden is lifted on the number of total gifts we'll need. For the Annual Fund, this method of small gifts is the best path to \$100,000.

So, this is the basic structure of our plan - to be accompanied, of course, by on-going emails, online contact, etc.

So, far we've raised ca. \$10,870 as part of the Campaign, which includes a big gift of \$7k and many small gifts.

Gift Range \$	# of Gifts	Cumulative # of Gifts	Prospect #	Cumulative # of Prospects	\$ per Range	Cumulative \$	
7,000	2	2	10 (5:1)	10	14,000	14,000	
5,000	5	10	25 (5:1)	35	25,000	39,000	
2,500	5	15	20 (5:1)	55	12,500	51,500	
750	14	29	56 (4:1)	111	10,000	61,500	80% of goal
500	20	49	60 (4:1)	171	10,000	71,500	
250	34	83	102 (3:1)	273	8,500	80,000	
100	100	183	300 (3:1)	573	10,000	90,000	10% of goal
Under 100, avg gift \$30	334	517	668 (2:1)	1,241	10,000	100,000	10% of goal

Gift Range Chart for \$100,000 Goal

Visas For Albright Fellows

As you know, visas for our fellows has been a long-standing problem, as it is for many similar institutions. In short, there are no visa categories that fit short-term researchers beyond the normal 3-month visitor visa, which is extendable for up to 6 months. No other visa options are available to our fellows, and people have gotten around this issue by leaving the country and coming back in every three months.

In short, visitors can not stay more than 180 days in the country during any 365 day period (this is partially related to taxation laws between the US and Israel). For most of our fellows this is not really a big issue and we're able to extend their original 90 day entry visa to 180 in a variety of ways. The problem begins when we have fellows who have spent 2-3 months in country on an excavation and then receive a 9 month fellowship and then try to continue to stay in the country for another season of excavation. In the past, the Israeli authorities didn't uphold the 180 day law very strongly. For reasons unknown to us, the Ministry of the Interior cracked down significantly on Visas over the summer that created some serious issues for our fellows. Two of our fellows who left the country after their fellowship term and were returning for excavations were imprisoned at the airport and deported. These fellows had the unfortunate situation of being in the country for a very long and unusual amount of time, and so, technically, were in violation of the law. As a result of this particular incident, we have clarified our explanation of visa procedures for all incoming fellows.

A situation came up again a couple of months ago. Two of our current fellows had problems with their flights at their origin airports in the US. It seems that at some point in the summer, airlines (at least Lufthansa) are no longer allowing people to board planes to Israel if their return ticket is more than three months after the date of departure without a visa ahead of time. One fellow coming with his family was forced to change their return flight from four months away to three months away just to get on the plane.

Our previous instructions for fellows with fellowships with more than three months from our Ministry rep was to enter on a 3-month tourist visa and then go to the ministry to get an extension. Never has the airline been an issue in the past.

We have heard from other institutions, such as the Kenyon and they are having the same issues. So too is the Fulbright Commission in Israel! One of their fellows was also not permitted on board a Lufthansa flight and they had to reserve a trip for the person to leave Israel before the end of 3-months for the person to just get on the plane. The immediately cancelled the reservation once the fellow was permitted to board. The director of the Fulbright Commission has asked us to join a coalition of similar organizations to lobby Israel for a special type of visa that could accommodate scholars and archaeologists, who don't otherwise slot well into the other visa categories. She's already hired a lawyer and they are working on this.

Engaging American and Palestinian Cultural Heritage Project

You may recall that last year we received a grant from the United States Consulate in Jerusalem to embark on a project/program this year entitled "Engaging American and Palestinian Cultural Heritage."

The project aimed to promote exchange between Palestinians and Americans working and studying in the fields of cultural heritage. We've extended the grant timeline into February 2018, in order to bring students and faculty from al-Quds on a field trip to the Timna excavations while they are underway (as long as permits are approved!). We'll plan one more field trip and then conclude the project. We hope the Consulate will fund similar future projects.

Outreach to Local Institutions

You may recall that last year the Albright developed and confirmed a Memorandum of Understanding (MOU) with the Polis Institute, a local Jerusalem institution for the study of ancient and modern languages. As part of the MOU, Albright fellows receive discounts on language classes, and the Albright can house some of their visiting scholars. Three Albright fellows are taking language classes there this semester in Classical Arabic, Spoken Arabic, and Modern Hebrew. We also housed one of their summer scholars.

We will meet soon with Josef Briffa of the Pontifical Biblical Institute. We have had some preliminary talks regarding a consortium of local institutions. We would like to create a common database of current events and generally to make it easier to share information. This consortium could also be essential for better negotiating power with the visa issues, from which several other foreign institutes also suffer.

PEF

Felicity Cobbing of the PEF was at the Albright to give a lecture last April/May and we had a wonderful time discussing ways in which we could team up. As a result, I'll be giving a lecture at the British Museum in December and a couple of PEF execs have already visited and stayed at the Albright this summer. Felicity and I are working on an MOU that formally acknowledges the relationship between the PEF and the Albright Institute.

The Albright Zoo

Dogs and cats.

