

American Schools of Oriental Research
Fall Executive Committee Meeting
ASOR Offices at Boston University
656 Beacon St., 5th Floor
Boston Mass.
25 September 2010

DRAFT MINUTES

PRESENT: Tim Harrison, President; P.E. MacAllister, Chair; Jeff Blakely for COP; Sheldon Fox, Treasurer; Øystein LaBianca for CAP, Eric Meyers; Oryln Nelson; Jim Strange, Secretary; Andy Vaughn, Executive Director; Michael Homan and Morag Kersel for CAMP.

ABSENT: Tammi Schneider, Joe D. Seger, and B. W. Ruffner.

VISITORS: Boston Staff, namely, Selma Omerefendic, Financial Administrator; Kevin Cooney, Director of Membership, Subscription, and Publication Services; Cynthia Rufo, Archivist; and Britta Abeln, Archival Assistant.

1. Call to Order by P.E. MacAllister, Chair, 9:00 am.
2. Approval of Minutes from the Spring Meeting (April 23, 2010), which were posted online. In the Ann Arbor minutes change “permanent” to “semi-permanent” in the archives report in reference to loans of ASOR property. Officers’ nominating committee: Change “He is willing to serve another term” to “He is willing to consider serving another term.” There was discussion of the Executive Committee’s decision to adopt the report, since the report may have implications for the By-Laws. Pres. Harrison pointed out that the Board minutes show that he plans to appoint an ad hoc committee to report back on implementation. Implementation will necessitate ironing out the differences between the Strategic Plan recommendations and the By-Laws.

Pres. Harrison asked to move up Old Business before the Treasurer’s Report. We should consider the terms of the Executive Director’s contract and then come back to the business of the President’s second term. It was agreed.

The contract issue was mainly about timing. There was a specific concern about the length of the extension of the Executive Director’s contract. The last action on the contract, it was extended to a calendar year, which then resulted in 3-1/2 years. In the spring meeting the Treasurer suggested that this was a long time. There was a discussion about the intent of the original contract, which was that, since Andy Vaughn had given up a tenured position to take this position, in April 2010 we extended his contract to June 30, 2012. It will come up April or May 2011 to extend the contract. That would be shorter than we intended. If we decide not to extend the contract, that would leave him with only a year’s notice. Sheldon suggests that we extend the contract to June 30, 2013.

BE IT RESOLVED that Andy Vaughn’s contract be extended one additional year to end June 30, 2013. Moved by Sheldon Fox; seconded by Oryln Nelson.

PASSED UNANIMOUSLY.

The President pointed out that the wording of the minutes needs to be that he is “willing to consider” another term. His term ends Dec of 2010. He has had reservations about standing for president, all personal. He is now willing to stand for president, but he has some issues of support. He needs administrative support from ASOR and the U. of Toronto. Andy Vaughn spoke to the issue, saying that he believed that it was reasonable to set aside funds at ASOR for someone to assist the President with his ASOR administrative duties. Andy points out that we have money in the development account, some of which could be allocated. We could also cut back on some of the GA’s we would hire in the Boston office for this purpose. The Treasurer indicated that he believes that we have enough flexibility in the budget.

BE IT RESOLVED that the Executive Committee endorses the concept of providing financial support for the President for administration, development, and travel. Moved by Eric Meyers, seconded by Orlyn Nelson. PASSED UNANIMOUSLY.

4. Approval of Agenda. (By consensus).
5. Treasurer’s Report (S. Fox). The numbers in the final Audit will improve over the reports distributed by approximately \$2,500. Expenses were more tightly controlled than forecast. He gave credit to the Executive Director. On an unrestricted basis, the net profit is \$58,000, of which about \$34,000 is true operating benefit for the year. The rest is the recovery in the endowment that had dropped below the corpus at the end of last fiscal year. Investment results were good for the year. Through June 30 there were about \$90,000 in investment profits, from June to Aug about another \$14,000. Memberships and subscriptions came in at about \$360,000, which is slightly under our previous high. The first quarter of this year is lagging behind last year’s first quarter. We will end with a positive \$30,000 in our unrestricted net assets. At June 30, 2005 that number was a negative \$138,000. At the end of 2006 the number was \$54,000 in unrestricted assets. We have operated on essentially a break-even basis for the past four years. The Treasurer added that we have two slots on the Finance committee that he wishes to fill. He solicited names of good candidates. The By-laws specify a Trustee. Andy Vaughn and he had a discussion to talk about an internal control so that the escrow account always has money for publication. He will have a recommendation for a procedure for the future so that we always have in reserve money to publish journals for subscribers. Andy Vaughn clarifies that we should have enough in the bank to fulfill our obligations to subscribers.
6. Strategic Plan Implementation (T. Harrison). Implementation of the Strategic Plan can be broken down into three areas, namely, program recommendations, governance changes, and development plans. Governance changes need to be dealt with first, then the program recommendations and their implications for development. The President discussed the membership of the Implementation Committee and its mandate, noting that it is a small group restricted to Board Members. It will include new people not on the Strategic planning task force, but with tight communication with staff and standing committee chairs. He mentioned the names of Jeff Blakely, Jennie Ebeling, Sten Labianca, Suzanne Richard for Affiliations, Andy Vaughn, and Ann Marie Knobloch. The mandate for the group is for one year, but with no firm deadline. The Strategic Plan should be implemented 2012-2015. He hopes we can move decisively in the coming year, and then review the year’s work. The plan will be to focus first

on the four areas of governance changes, namely, the work of the Chairs Coordinating Council, the Executive Committee, the Board of Trustees, and the office of Vice-President. By Nov 2010 he hopes to see detailed recommendations for vote at the spring meeting of 2011. Second, the plan should facilitate and coordinate recommendations about archaeological policy and program areas. He hopes to coordinate discussions in standing committees that can bring forward for implementation their recommendations about their internal affairs. He hopes to see weekly updates sent out to the Implementation Committee.

7. Development Planning (T. Harrison). The report focused on three areas, namely, the Development Committee plans for the coming year, a development update, and invited discussion and advice. Since 2008 there has been an inactive development committee. Tim Harrison desired to wait to activate it until we could articulate more clearly our identity and our goals. One part of the strategy was strategic Planning and the second part included a continuation of fund-raising. The President proposed that we engage in development networking, cultivating support from the private sector, private foundations and the like. He has decided to appoint an Interim Development Committee with the president as chair for one year. The committee will (1) make sure we meet our FY11 annual fund goal for the year and (2) present a plan ranking and prioritizing development activities. The Development Plan will have goals and targets, potential funding sources identified, establish time-lines, and devise a clear strategy for how we can meet these goals and time lines. He hopes to have a preliminary report by the November meeting. He has the committee, but he is still looking for junior members. He announced the names of P.E. MacAllister, Sheldon Fox, Eric Meyers, Vivian Bull, Joe Seger, and Andy Vaughn. Andy reports that we are a little more than 1/3 of the way to realize our Annual Fund goal. Andy reports that there was a significant increase in the number of those who gave and the amount given. Forty people gave just before the end of the fiscal year, of whom thirty-five had never given before. Sheldon Fox stressed that the highest return on investment for non-profits is first from foundations and second from major gifts. Sheldon called for recruitment of more lay trustees.
8. Board Development (T. Harrison). The President reported several pending Board appointments, but emphasized that he wishes to add more lay members. He affirmed that we must move forward aggressively to fill Board trustees with lay members.

BE IT RESOLVED that ASOR move aggressively to recruit more lay Trustees.
Sten LaBianca moved; Sheldon Fox seconded. PASSED UNANIMOUSLY.

9. Board Nominations Committee Report (J. Blakely). There are three three-year terms for individual members. The three incumbents wish to continue. Two others will also run. For institutional members Chadwick will run again, Eric Cline will not run again. On 1 January 2011 Jennie Ebeling becomes an officer and therefore rotates off the board. Bios for those running for office will be posted on our website. After these elections Jeff Blakely will rotate off the Nominating Committee, and he will rotate off the Board Jan. of 2012.
10. COP Report (J. Blakely). He has distributed his report. We are up to date with *JCS*, *BASOR*, and *NEA* (available online, a double issue on Lebanon). The Iskander vol.

has come out and one more soon. No *Annual* will appear before the November meeting. Andy adds that while we are up to date, we need to make a particular effort to mail *NEA* and *JCS* before Dec 31 of 2010. The 2nd class postal permit is for a quarterly publication, so we need to be sure we get another out so as not to lose the 2nd class mail permit, which would be a substantial loss. All editorships except *JCS* will need to be renewed next year. Jeff raised the problem of university systems with multiple campuses that no longer need multiple subscriptions but only one electronic subscription. Andy raises the question whether we can keep our net revenues about the same or even higher. We may use tiered subscription fees so that institutions may pay once for all their associated campuses. Some subscriptions are electronic, some in paper, and some both. We are now in process to figure out changes in institutional memberships, individual memberships, and so on. We need to have a plan in place by Jan 1, 2011. By May 2011 we need to show the plan to the Board. It was suggested that the new CCC in their first meeting see a proposal for tiered pricing. Several ideas were suggested for how to go about planning such a proposal, but Andy pointed out that it is the Executive Director's job to set prices. He believes we will institute tiered pricing by Jan of 2012. Jeff Blakely will write up an outline of the future of COP and circulate to those who can respond and return information to the Executive Committee and Board in November of 2010.

BE IT RESOLVED that the Executive Committee charge the chairman of COP to return with a plan for future funding of publications, which report is to be returned to the Executive Committee by November 2010. This is a motion and a second from a standing committee. PASSED UNANIMOUSLY.

11. CAP Report (Ø. LaBianca--distributed). Sten directed the Executive Committee to this URL: <http://www.asor.org/excavations/cap-jordan.html> to see the first iteration of the web page for ASOR-affiliated projects. He stressed that CAP has simplified the application process with one form.
12. CAMP Report (M. Homan/M. Kernel). There are no action items to present. Program elements include a special session on Lebanon and a very large poster session. The new organization will eliminate CAMP, but no one knows exactly how it will change, but the strategic plan implementation will have its own recommendations. The SBL meeting will be two blocks away in Atlanta.
13. Membership Committee Report (Andy Vaughn in lieu of Tammi Schneider). Andy Vaughn directed the Board to the Membership Report on the ASOR web page. Following 18 months where memberships were up about 8 percent, we are currently down about 3% from last year this time. Andy Vaughn talked to Jennie Ebeling (incoming VP for membership), who will attend the Membership Committee meeting in Atlanta. Kevin Cooney is head of membership services and is preparing a membership survey. Kevin Cooney, who was visiting, said that the objective of the survey is to find out why people join, which benefits of membership they see as most beneficial, which benefits they see as less interesting, and any other issues the membership reports. It was suggested that the initial pilot of this survey be tried on the Executive Committee.

14. Update on Archives Project (E. Meyers). The Archives Committee met yesterday. The NEH renewal application has been well received, asking for a small increase in supplies. Cynthia Rufo, Archivist, reported that she gets one or two inquiries a month about the archives, and she responds. We have put all the finding aids on line, but this technology will be improved. There is a strong link with the Boston University libraries system through Digital Collections. They have been quite helpful. Eric adds that Rachel Hallote is concerned to make the archives better known among ASOR members. One of the implications of the Strategic Plan is that this position of Archivist should be made permanent. Jeff Blakely raised some interesting questions, namely, to what extent will we be prepared to receive information to digitize information from digs, especially as they close out projects? ~~ASOR might even think of asking BU for more space to store archives.~~
15. Executive Director's Report (A. Vaughn). Andy Vaughn responded to a question from Chair MacAllister sent before the meeting asking Andy to explain why he wants to be executive director. Andy gave several illustrations that showed that he wants to see ASOR restored to its historical position as a premier scholarly organization.
16. President's Report (T. Harrison). Tim stressed that a full-time archivist is woven into the Strategic Plan, and needs to be considered seriously, though we do not yet have a time line for this. When considering a second term, members have asked him, "What do you want to do and how do you want to do it?" His answer is to create a more collegial environment in ASOR for people coming from a wide spectrum of disciplines. He wants to stabilize our programs with committees running well. Fantastic efforts have gone into management of our resources with thanks to Sheldon Fox, Treasurer, Andy Vaughn, Executive Director, Selma Omerefendic, Financial Administrator, and others. We can build on this as part of professionalizing the organization. We have a much more professionalized culture than might have been the case in the recent past. We have identified and are implementing a clear planning and operations process in ASOR. In his second term he wants to concentrate on implementing the strategic plan and working on development. He wants to expand ASOR's lay membership. He is looking for a stronger advocacy in public policy and ethical issues. He wants greater public engagement and outreach. The Media Relations Committee represents one step in this direction. In fiscal year 2011 we will get an implementation committee underway and a development plan before the Board for approval in the spring meeting. A question was asked how ASOR can fit with its old Centers, which have now grown up. We need to represent ASOR's interests more effectively in the eastern Mediterranean. We can facilitate communications between students and professors in the USA and the Middle East. Our journal exchange program is making some difference here.
17. Old Business. Moved before the Treasurer's Report.
18. New Business—none.
19. Announcements—none.
20. Adjournment at 2:00 pm by Chairman P.E. MacAllister