

**American Schools of Oriental Research
Finance Committee Report
Fiscal Year Ending June 30, 2013**

**Board of Trustees Meeting
November 24, 2013**

To the ASOR Board of Trustees:

Enclosed, for your review, are the following documents and information:

- FY 2013 Budget to Actual Comparison (with Notes) (Exhibit A)
- FY 2013 Investment Report (Exhibit B)
- FY 2014 Investment Report (through October 31, 2013) (Exhibit C)
- Journals Escrow Recommendation (Exhibit D)
- Proposed Amended Appendices to the Investment and Spending Policies (Exhibit E)
- FY 2013 Audit Report (posted separately)

FY 2013 BIG PICTURE FAST FACTS AT A GLANCE

ITEM	AMOUNT	CHANGE FROM FY 2012
Increase in unrestricted assets available for operations (<i>i.e.</i> , unrestricted net income from operations)	\$16,171	-
Increase in total net assets (all sources)	\$214,088	+15.9%
General Fund (<i>i.e.</i> , unrestricted cash available for operations)	\$494,371	+23.3%
Market value of all Investment Accounts	\$1,156,038	+24.2%
Total market value of all financial accounts (checking accounts, savings accounts and Investment Accounts)	\$1,776,422	+21.7%
Individual Membership revenue (accrual basis)	\$163,715	+6.5%
Institutional Membership revenue (cash basis)	\$86,000	+3.6%
Subscriptions revenue (accrual basis)	\$231,423	+7.2%
Investment income (Fellowship Accounts)	\$74,212	+18.3%
Investment income (Endowment Accounts)	\$77,352	+17.6%
2012 Annual Meeting attendance	921	+12.9%
2013 summer dig season excavation scholarships and grants	55	+31%

FY 2013 INCREASE IN UNRESTRICTED ASSETS AVAILABLE FOR OPERATIONS

At the April 2013 Board Meeting, we projected a small FY 2013 loss. ASOR, however, handily beat this forecast. The FY 2013 increase in unrestricted assets available for operations (*i.e.*, unrestricted net income from operations) is \$16,171. The significant variances from the FY 2013 budget are combined and summarized in the following table. *See also* Exhibit A.

BUDGET ITEM	VARIANCE FAVORABLE (UNFAVORABLE)
Annual Meeting/BAS educational events	(\$2,514)
Archeological and Policy Support	\$11,621
Archives Project	(\$25,750)
Journals	\$20,358
Books	\$11,106
Misc. designated/undesignated revenue (net of expenses)	(\$5,405)
Salaries and benefits	\$1,252
All other operating expenses	\$5,503
Net impact (i.e., unrestricted net income)	\$16,171

FY 2013 INVESTMENT RESULTS

ASOR's FY 2013 investment results were solid once again. ASOR Fellowship Accounts generated collective investment income of \$74,211.63 (+18.3%), while the Endowment Accounts generated collective investment income of \$77,351.93 (+17.6%). *See Exhibit B.* By way of comparison, the S&P 500 was up 20.6% for the same twelve month period.

FY 2013 CASH AND INVESTMENT ACCOUNTS

General Fund. The General Fund comprises the three cash accounts containing unrestricted cash available for operations. *See Exhibit B.* As reflected in the following table, since FY 2010, the General Fund balance has steadily increased. *Id.*

	FY 2010	FY 2011	FY 2012	FY 2013
Year-end General Fund balance	\$198,887	\$325,530	\$400,939	\$494,371
Increase (decrease) over previous year	+62.5%	+63.7%	+23.2%	+23.3%

That said, it is important to note some funds in the June 30, 2013 General Fund balance are FY 2014 budgeted revenue received in FY 2013. Some of these funds also will be used to satisfy certain outstanding commitments.

Investment Accounts. The Investment Accounts comprise the Fellowship Accounts and the Endowment Accounts. *See Exhibit B.* As reflected in the following table, since FY 2010, the year-end market value of the Investment Accounts has steadily increased despite fluctuations in the financial markets. *Id.*

	FY 2010	FY 2011	FY 2012	FY 2013
Year-end market value of the Investment Accounts	\$787,842	\$972,821	\$930,619	\$1,156,038
Increase (decrease) over previous year	+10.0%	+23.5%	-4.3%	+24.2%

Total market value of all financial accounts. The total market value of all financial accounts (checking accounts, savings accounts and Investment Accounts) at June 30, 2013 is \$1,776,422, which is a 21.7% increase over the total value of all financial accounts at June 30, 2012. See Exhibit B. As reflected in the following table, since FY 2010, the total year-end value of all financial accounts has steadily increased despite fluctuations in the financial markets. *Id.*

	FY 2010	FY 2011	FY 2012	FY 2013
Total year-end value of all financial accounts	\$1,088,131	\$1,397,459	\$1,459,559	\$1,776,422
Increase (decrease) over previous year	+9.7%	+28.4%	+4.4%	+21.7%

FY 2013 MEMBERSHIPS AND SUBSCRIPTIONS REVENUE

As reflected in the following tables, Individual Membership revenue and Subscriptions revenue continue to steadily increase. Subscriptions revenue is a targeted growth area as ASOR's new programs are rolled out. Institutional Membership revenue held steady, increasingly slightly over FY 12.

Individual Membership Revenue	FY 2010	FY2011	FY 2012	FY 2013
Amount (accrual basis)	\$132,500	\$150,489	\$153,745	\$163,715
Increase (decrease) over previous year	-11.2%	+13.6%	+2.2%	+6.5%

Institutional Membership Revenue	FY 2010	FY2011	FY 2012	FY 2013
Amount (cash basis)	\$88,000	\$87,000	\$83,000	\$86,000
Increase (decrease) over previous year	-2.2%	-1.1%	-4.6%	+3.6%

Subscription Revenue	FY 2010	FY2011	FY 2012	FY 2013
Amount (accrual basis)	\$205,461	\$222,976	\$215,821	\$231,423
Increase (decrease) over previous year	-7.2%	+8.5%	-3.2%	+7.2%

ANNUAL MEETING ATTENDANCE

As reflected in the following table, Annual Meeting attendance continues to steadily increase, which is a reflection of the number and quality of papers presented. The final count of 2013 Annual Meeting attendees will be available at the November 24 Board meeting.

Calendar year of Annual Meeting	2009	2010	2011	2012
Number of attendees	601	686	816	921
Increase (decrease) over previous year	-18.8%	+14.1%	+18.9%	+12.9%

2013 SUMMER DIG SEASON EXCAVATION SCHOLARSHIPS AND GRANTS

Despite a tough economy, due to ASOR's generous donors and sound fiscal management, ASOR was privileged to award 55 excavation scholarships and grants for the 2013 summer dig season (Harris, Platt, Heritage and Wright/Meyers)—an all-time high. Since 2007, ASOR has awarded 243 excavation scholarships and grants. In fact, as reflected in the following table, the number of awarded excavation scholarships and grants has steadily increased since 2010. The goal is to award 65 excavation scholarships and grants for the 2014 summer dig season.

	2010	2011	2012	2013
Number of awards	20	38	42	55
Increase (decrease) over previous year	-16.7%	+90.0%	+10.5%	+31%

FY 2013 ANNUAL AUDIT

In the opinion of Romeo, Wiggins & Co., LLP, the ASOR independent auditors, ASOR's financial statements present fairly, in all material respects, ASOR's financial position as of June 30, 2013, including the changes in its net assets and its cash flows in accordance with generally accepted accounting principles in the United States of America. *See* Audit Report at 1.

FY 2014 BUDGET

For the first four months of FY 2014, ASOR is on track with the budget passed by the Board at the Spring Meeting. At this point, it is too early to identify any issues that may significantly impact the FY 2014 budget.

FY 2014 INVESTMENT RESULTS

ASOR's investment accounts are off to a good start in FY 2014. For the four month period ending October 31, 2013, the Fellowship Accounts generated collective investment income of \$56,012.61 (+10.4%), while the Endowment Accounts generated collective investment income of \$52,525.93 (+10.0%). *See* Exhibit C. By way of comparison, the S&P 500 was up approximately 10% for the same four month period.

FY 2014 JOURNALS ESCROW RECOMMENDATION

The purpose of the Journals Escrow Account is to set aside the funds necessary to publish ASOR journals—thereby fulfilling ASOR's obligations to its members and subscribers. This is an annual calculation requiring Board approval. The FY 2014 Journals Escrow Account analysis and recommendation (Exhibit D) will be vetted by the Finance Committee prior to the November 24 Board meeting. It is included here so that Board members may have an opportunity to review it in advance.

**PROPOSED AMENDED APPENDICES TO THE ASOR INVESTMENT AND
SPENDING POLICIES**

On November 18, 2012, the Board of Trustees considered and approved the ASOR Investment and Spending Policies. The proposed amended Appendices to the Investment and Spending Policies (Exhibit E) include the newly created MacAllister Fund and certain minor edits to make the terminology consistent. The proposed Amended Investment and Spending Policies will be vetted by the Finance Committee prior to the November 24 Board meeting. It is included here so that Board members may have an opportunity to review it in advance.

In closing, congratulations are due to Andy Vaughn, the crack ASOR staff, and the Board for operating ASOR in a fiscally responsible manner in FY 2013, and laying the foundation for a strong start in FY 2014.

If you have any questions about this Finance Committee Report or ASOR's finances prior to the November 24 Board meeting, please contact me.

Respectfully submitted,

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EXHIBIT A

**American Schools of Oriental Research
Budget to Actual Unrestricted Comparison
FY 2013**

				FY 2013	Variance
			FY 2013	Actual	Favorable/ (Unfavorable)
			Budget	Unrestricted	
	INCOME				
NOTES					
	Annual Meeting:				
1	-Registration fees and other income		\$ 161,000.00	\$ 167,228.80	\$ 6,228.80
2	-BAS educational events		\$ 8,000.00	\$ 27,105.51	\$ 19,105.51
	Archaeological and Policy Support:				
3	-Campaign Support for Online Digital Media Resources		\$ 125,000.00	\$ 22,533.95	\$ (102,466.05)
4	-Nies Trust income		\$ 8,100.00	\$ -	\$ (8,100.00)
	Archives Project				
5	-External funds raised		\$ 25,750.00	\$ -	\$ (25,750.00)
	Journals:				
6	-Subscriptions/memberships		\$ 375,000.00	\$ 395,138.00	\$ 20,138.00
7	-Royalties and advertising		\$ 36,000.00	\$ 36,432.98	\$ 432.98
	Books:				
8	-Funds from Opportunity Fund		\$ 25,000.00	\$ -	\$ (25,000.00)
8	-Sales revenue designated for Opportunity Fund		\$ 20,000.00	\$ 19,241.76	\$ (758.24)
	Undesignated Revenue:				
9	-Annual fund contributions		\$ 110,000.00	\$ 94,757.07	\$ (15,242.93)
10	-Institutional memberships		\$ 82,000.00	\$ 86,000.00	\$ 4,000.00
11	-Distribution from Endowment		\$ 14,100.00	\$ 14,721.00	\$ 621.00
12	-Investment income		\$ 1,500.00	\$ 1,223.00	\$ (277.00)
13	-Administrative fees and misc. income			\$ 1,439.69	\$ 1,439.69
14	-Admin fees covered by endowments			\$ 4,054.00	\$ 4,054.00
	Other Designated Revenue:				
15	-Gala Event in IN		\$ 20,000.00	\$ 10,580.00	\$ (9,420.00)
	In-kind Donations:				
16	-Rent subvention from BU		\$ 34,000.00	\$ 33,660.00	\$ (340.00)
16	-In kind legal and printing/Google advertising		\$ 8,000.00	\$ 58,714.00	\$ 50,714.00
	TOTAL INCOME		\$ 1,053,450.00	\$ 972,829.76	\$ (80,620.24)

				FY 2013	Variance
			FY 2013	Actual	Favorable/
			Budget	Unrestricted	(Unfavorable)
EXPENSES					
	Annual Meeting:				
1	-Annual meeting expenses		\$ 80,000.00	\$ 85,519.71	\$ (5,519.71)
2	-BAS Educational Events		\$ -	\$ 22,327.71	\$ (22,327.71)
	Archaeological and Policy Support:				
3	-Campaign Support for Online Digital Media Resources		\$ 125,000.00	\$ -	\$ 125,000.00
4	-Nies Trust expenses		\$ 8,100.00	\$ 7,098.00	\$ 1,002.00
17	-Regional meetings/Lecture series		\$ 3,000.00	\$ 2,000.00	\$ 1,000.00
18	-Chair support (moved from allocable exp.)		\$ 7,500.00	\$ 9,400.57	\$ (1,900.57)
18	-Travel			\$ 4,100.00	\$ (4,100.00)
18	-Meetings (moved from allocable exp.)		\$ 2,500.00	\$ 2,965.12	\$ (465.12)
19	-Website (moved from allocable exp.)			\$ 729.42	\$ (729.42)
5	-Archives consultant and travel		\$ 2,500.00	\$ 119.44	\$ 2,380.56
	Journals:				
20	-BASOR (4 issues per year)		\$ 71,000.00	\$ 76,182.80	\$ (5,182.80)
20	-NEA (4 issues per year)		\$ 66,000.00	\$ 60,986.71	\$ 5,013.29
4	-JCS (ASOR portion)		\$ 3,000.00	\$ 5,763.72	\$ (2,763.72)
4	-JCS Supplement			\$ 1,923.00	\$ (1,923.00)
20	-Newsletter		\$ 11,000.00	\$ 5,895.38	\$ 5,104.62
20	-JSTOR		\$ 8,700.00	\$ 507.00	\$ 8,193.00
20	-Other journal expenses			\$ 349.00	\$ (349.00)
21	-Memb & Informz exp.			\$ 8,305.25	\$ (8,305.25)
	Books:				
8	-Book production		\$ 25,000.00	\$ 5,015.73	\$ 19,984.27
8	-Transfer of book revenue to Opportunity Fund		\$ 20,000.00	\$ 3,119.87	\$ 16,880.13
	Other Designated Expense:				
15	-Gala Event in IN		\$ 20,000.00	\$ 10,580.00	\$ 9,420.00
	Allocable Expenses:				
22	-Salaries and benefits		\$ 462,500.00	\$ 461,248.01	\$ 1,251.99
16	-Rent BU		\$ 34,000.00	\$ 33,660.00	\$ 340.00
23	-Telephone and Utilities		\$ 8,000.00	\$ 5,859.76	\$ 2,140.24
24	-Postage, Postage mach. and Copier		\$ 13,000.00	\$ 12,803.37	\$ 196.63
24	-Bank charges		\$ 6,525.00	\$ 6,190.18	\$ 334.82
24	-Insurance		\$ 6,000.00	\$ 9,001.00	\$ (3,001.00)
24	-Audit		\$ 20,325.00	\$ 19,825.00	\$ 500.00
24	-Equipment and supplies (incl. computers)		\$ 10,000.00	\$ 8,945.86	\$ 1,054.14
25	-Avecra expenses		\$ 7,000.00	\$ 5,250.00	\$ 1,750.00
24	-Office events, Jibrin, Payroll services, consulting		\$ 4,500.00	\$ 2,985.92	\$ 1,514.08
24	-Dues, etc.		\$ 6,300.00	\$ 4,889.00	\$ 1,411.00
24	-Travel		\$ 14,000.00	\$ 9,141.42	\$ 4,858.58
16	-In kind legal and printing/Google advertising		\$ 8,000.00	\$ 58,174.00	\$ (50,174.00)
26	-Development		\$ -	\$ 3,599.61	\$ (3,599.61)
24	-Depreciation		\$ -	\$ 2,197.20	\$ (2,197.20)
	TOTAL EXPENSES		\$ 1,053,450.00	\$ 956,658.76	\$ 96,791.24
	UNRESTRICTED NET				
	INC. FROM OPERATIONS		\$ -	\$ 16,171.00	\$ 16,171.00

American Schools of Oriental Research
Notes to FY 2013 Budget to Actual Unrestricted Comparison

1. Annual meeting income includes registration fees, grants (TFBA and Dorot), commissions, and reimbursements from research centers.

2. ASOR and BAS split the income net of direct expenses generated by ASOR/BAS educational events. There were two events in FY 2013, compared to one event in FY12. Direct event expenses (excluding staff time) are listed in the expense section. Income also includes BAS expense reimbursements to ASOR.

3. Campaign support includes only the unrestricted portion. Substantial temporarily restricted amounts were also raised, which offset expenses that in previous years were unrestricted expenses. Only half of the \$125,000 FY 2013 Campaign goal was raised. The corresponding expenses are listed under salaries and other program areas.

4. Nies Trust income is normally an in/out item. However, there was a deficit in the temporarily restricted account in FY 2013, which appears in the unrestricted column as negative income.

5. Funds for the archives projects were all designated. ASOR did not raise the funds anticipated, so the corresponding expenses were reduced.

6. Total memberships and subscriptions revenue exceeded the forecast by approximately \$20,000.

7. Royalties and advertising revenue are almost exclusively from ASOR journals.

8. Book sales are passed through the Opportunity Fund, although these revenues are not unrestricted.

9. Total FY 2013 contributions were up, although many donors contributed towards specific projects. These funds were placed in temporarily restricted accounts and reduced expenses that in past years were unrestricted.

10. There was a slight increase in FY 2013 institutional membership revenue, which has stabilized after sliding for several years.

11. Distributions (3.5% on the average of the last 12 quarters) were made in compliance with the ASOR Investment and Spending Policies. Distributions are trending up slightly each year as more funds are added to the endowment through gifts and the market generates higher than normal returns.

12. Investment income is unrestricted, and mainly consists of interest.

13. This line item consists of other fees and interest.

14. These fees consist of up to a 1% administrative fee charged to permanently restricted accounts per the ASOR Investment and Spending Policies.

15. This line item consists of designated gifts to support the gala fundraising event for the MacAllister Fund.

16. Boston University provides ASOR with free rent. ASOR did not receive any in-kind legal services in FY 2013. Google, Inc. provided in-kind advertising.

17. Funds used to support lectures and regional meetings approved by the Chairs of the Lectures and Regional Affiliations Committees.

18. Funds used to support the direct work of academic committee chairs. Expenses include reimbursement of contract support, meals, travel, meetings (*e.g.*, CCC retreat), and the work of the various committees.

19. Direct expenses of the ASOR website excluding salaries and other expenses funded by temporarily restricted funds (*e.g.*, Friends of ASOR expenses, ANE Today expenses and/or News@ASOR expenses).

20. Direct expenses of the journals, including editing, pre-press, layout and design, printing, copy editing, postage and fulfillment, and JSTOR fees.

21. Expenses relating to membership recruitment initiatives, such as direct mail, email campaigns, advertising, and other recruitment expenses. Additional memberships and subscription revenue was generated (in part) by these expenditures.

22. Salaries and benefits include all payments to ASOR employees, including insurance and other payroll expenses that in prior years were separate line items.

23. Expenses to reimburse Boston University for actual costs.

24. Allocable expenses as described in the spreadsheet.

25. Avectra is ASOR's online database and online store. These expenses relate to membership, journals, and the annual meeting.

26. Unrestricted funds used for fundraising. The temporarily restricted account for development was spent to zero during FY 2013, so these expenses will increase in FY 2014 and subsequent years.

27. **Fellowship income.** FY 2012: \$19,000 (Heritage), \$13,000 (Platt), \$1,000 (Meyers/Wright), and \$10,000 designated giving (March Fellowship Madness). FY 2013: \$22,000 (Heritage), \$14,000 (Platt), \$1,000 (Meyers/Wright), and \$25,000 designated giving (Campaign gifts)

28. **Field Research Support (affiliated projects).** FY 2012: \$2,500 from Harris endowment. FY 2013: \$4,000 from Harris endowment plus \$20,000 from campaign giving.

EXHIBIT B

**American Schools of Oriental Research
Investment Report
FY2013**

Account Name & Bank											FY13 to date	FY13 to date
ASOR Fellowships:	Info.	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	Net Change	Contributions	Distributions	Investment Return	% Return	
1) Harris Fell. - Sequoia Fund	328.064 shares	\$ 36,391.98	\$ 42,740.85	\$ 53,969.49	\$ 57,282.98	\$ 63,303.23	\$ 6,020.25	\$ -	\$ 8,000.00	\$ 14,020.25	24.5%	
Harris Fell. - Charles Schwab	capital gain	\$ 52,201.17	\$ 57,541.57	\$ 67,335.99	\$ 62,417.21	\$ 72,059.09	\$ 9,641.88	\$ 8,000.00	\$ 6,950.11	\$ 8,591.99	13.8%	
Total Harris Fellowship		\$ 88,593.15	\$ 100,282.42	\$ 121,305.48	\$ 119,700.19	\$ 135,362.32	\$ 15,662.13	\$ 8,000.00	\$ 14,950.11	\$ 22,612.24	18.9%	
2) Platt Fellowship - Sequoia Fund	630.332 shares	\$ 84,120.47	\$ 98,803.30	\$ 114,360.62	\$ 109,682.74	\$ 121,628.86	\$ 11,946.12	\$ -	\$ 15,000.00	\$ 26,946.12	24.6%	
Platt Fell. - Charles Schwab	Capital gain	\$ 106,225.20	\$ 106,514.53	\$ 126,322.84	\$ 121,408.90	\$ 135,212.91	\$ 13,804.01	\$ 15,000.00	\$ 16,170.86	\$ 14,974.87	12.3%	
Total Platt Fellowship		\$ 190,345.67	\$ 205,317.83	\$ 240,683.46	\$ 231,091.64	\$ 256,841.77	\$ 25,750.13	\$ 15,000.00	\$ 31,170.86	\$ 41,920.99	18.1%	
3) Wright/Meyers Fund - Charles Schwab		\$ 32,783.91	\$ 38,484.42	\$ 53,855.74	\$ 55,184.06	\$ 64,339.68	\$ 9,155.62	\$ 2,500.00	\$ 3,022.78	\$ 9,678.40	17.5%	
4) PE MacAllister Fellowship - Charles Schwab						\$ 84,532.19						
Total ASOR Fellowships		\$ 311,722.73	\$ 344,084.67	\$ 415,844.68	\$ 405,975.89	\$ 541,075.96	\$ 50,567.88	\$ 25,500.00	\$ 49,143.75	\$ 74,211.63	18.3%	
ASOR Endowment:												
1) Endowment (ASOR) - Charles Schwab		\$ 236,825.72	\$ 254,060.28	\$ 321,615.39	\$ 307,079.49	\$ 360,796.66	\$ 53,717.17	\$ 25,503.67	\$ 14,721.00	\$ 42,934.50	14.0%	
Endowment - Sequoia Fund	864.977 shares	\$ 84,181.98	\$ 98,875.52	\$ 124,824.83	\$ 132,488.53	\$ 166,905.96	\$ 34,417.43	\$ -		\$ 34,417.43	26.0%	
Total ASOR Endowment		\$ 321,007.70	\$ 352,935.80	\$ 446,440.22	\$ 439,568.02	\$ 527,702.62	\$ 88,134.60	\$ 25,503.67	\$ 14,721.00	\$ 77,351.93	17.6%	
Publications OF - Charles Schwab (Books)		\$ 83,444.31	\$ 90,821.98	\$ 110,536.23	\$ 85,074.62	\$ 87,259.77	\$ 2,185.15	\$ 20,898.40	\$ 35,563.50	\$ 16,850.25	19.8%	
INVESTMENTS SUBTOTAL		\$ 716,174.74	\$ 787,842.45	\$ 972,821.13	\$ 930,618.53	\$ 1,156,038.35	\$ 140,887.63	\$ 71,902.07	\$ 99,428.25	\$ 168,413.81	18.1%	
1) Temp. Restricted - Charles Schwab		\$ 91,871.18	\$ 10,762.49	\$ 28,376.69	\$ 45,453.34							
Citizens savings			\$ 90,485.31	\$ 70,730.28	\$ 82,548.06	\$ 126,012.17						
			\$ 101,247.80	\$ 99,106.97	\$ 128,001.40	\$ 126,012.17						
2) ASOR General Fund- Charles Schwab		\$ 120,979.05	\$ 145,828.93	\$ 89,226.67	\$ 96,849.38	\$ 81,802.57						
Citizens Savings			\$ 48,843.53	\$ 233,539.71	\$ 298,527.37	\$ 411,199.84						
Citizens Bank Checking		\$ 1,443.80	\$ 4,214.42	\$ 2,764.07	\$ 5,562.67	\$ 1,368.86						
			\$ 198,886.88	\$ 325,530.45	\$ 400,939.42	\$ 494,371.27						
3) Journals Escrow Account - Charles Schwab		\$ 61,021.96	\$ 62.13									
Citizens savings			\$ 91.40									
			\$ 153.53	\$ -								
GRAND TOTAL		\$ 991,490.73	\$ 1,088,130.65	\$ 1,397,458.55	\$ 1,459,559.35	\$ 1,776,421.79	\$ 140,887.63	\$ 71,902.07	\$ 99,428.25	\$ 168,413.81		
DSP - Calvert Account		\$ 43,383.17	\$ 43,404.97	\$ 43,409.24	\$ 43,413.41	\$ 0.28						
DSP - Citizens Account		\$ 4,815.01	\$ 4,930.71	\$ 4,944.04	\$ 4,935.04	\$ 46,514.39						
HESI - Huntington Bank		\$ 32,749.98	\$ 32,785.53	\$ 32,828.94	\$ 30,770.43	\$ 28,778.59						
Total Sponsored projects		\$ 80,948.16	\$ 81,121.21	\$ 81,182.22	\$ 79,118.88	\$ 75,293.26	\$ -					
Nies Fund - Citigroup		\$ 323,669.30	\$ 348,699.23	\$ 424,252.39	\$ 398,234.30	\$ 440,263.29	\$ 42,028.99					

EXHIBIT C

**American Schools of Oriental Research
Investment Report
FY2014 (through October 31, 2013)**

Account Name & Bank													FY14 to date	FY14 to date
ASOR Fellowships:	Info.	30-Jun-09	30-Jun-10	30-Jun-11	30-Jun-12	30-Jun-13	31-Oct-13	Net Change	Contributions	Distributions	Investment Return	% Return		
1) Harris Fell. - Sequoia Fund	328.064 shares	\$ 36,391.98	\$ 42,740.85	\$ 53,969.49	\$ 57,282.98	\$ 63,303.23	\$ 70,202.42	\$ 6,899.19	\$ -		\$ 6,899.19	10.9%		
Harris Fell. - Charles Schwab	capital gain	\$ 52,201.17	\$ 57,541.57	\$ 67,335.99	\$ 62,417.21	\$ 72,059.09	\$ 76,142.02	\$ 4,082.93		\$ 3,077.00	\$ 7,159.93	9.9%		
Total Harris Fellowship		\$ 88,593.15	\$ 100,282.42	\$ 121,305.48	\$ 119,700.19	\$ 135,362.32	\$ 146,344.44	\$ 10,982.12	\$ -	\$ 3,077.00	\$ 14,059.12	10.4%		
2) Platt Fellowship - Sequoia Fund	630.332 shares	\$ 84,120.47	\$ 98,803.30	\$ 114,360.62	\$ 109,682.74	\$ 121,628.86	\$ 134,884.74	\$ 13,255.88	\$ -		\$ 13,255.88	10.9%		
Platt Fell. - Charles Schwab	Capital gain	\$ 106,225.20	\$ 106,514.53	\$ 126,322.84	\$ 121,408.90	\$ 135,212.91	\$ 141,222.79	\$ 6,009.88		\$ 7,211.00	\$ 13,220.88	9.8%		
Total Platt Fellowship		\$ 190,345.67	\$ 205,317.83	\$ 240,683.46	\$ 231,091.64	\$ 256,841.77	\$ 276,107.53	\$ 19,265.76	\$ -	\$ 7,211.00	\$ 26,476.76	10.3%		
3) Wright/Meyers Fund - Charles Schwab		\$ 32,783.91	\$ 38,484.42	\$ 53,855.74	\$ 55,184.06	\$ 64,339.68	\$ 72,954.18	\$ 8,614.50	\$ 3,408.00	\$ 1,395.00	\$ 6,601.50	10.3%		
4) PE MacAllister Fellowship - Charles Schwab						\$ 84,532.19	\$ 102,694.42	\$ 18,162.23	\$ 11,500.00	\$ 2,213.00	\$ 8,875.23	10.5%		
Total ASOR Fellowships		\$ 311,722.73	\$ 344,084.67	\$ 415,844.68	\$ 405,975.89	\$ 541,075.96	\$ 598,100.57	\$ 57,024.61	\$ 14,908.00	\$ 13,896.00	\$ 56,012.61	10.4%		
ASOR Endowment:														
1) Endowment (ASOR) - Charles Schwab		\$ 236,825.72	\$ 254,060.28	\$ 321,615.39	\$ 307,079.49	\$ 360,796.66	\$ 412,122.13	\$ 51,325.47	\$ 25,000.00	\$ 8,010.00	\$ 34,335.47	9.5%		
Endowment - Sequoia Fund	864.977 shares	\$ 84,181.98	\$ 98,875.52	\$ 124,824.83	\$ 132,488.53	\$ 166,905.96	\$ 185,096.42	\$ 18,190.46	\$ -		\$ 18,190.46	10.9%		
Total ASOR Endowment		\$ 321,007.70	\$ 352,935.80	\$ 446,440.22	\$ 439,568.02	\$ 527,702.62	\$ 597,218.55	\$ 69,515.93	\$ 25,000.00	\$ 8,010.00	\$ 52,525.93	10.0%		
Publications OF - Charles Schwab (Books)		\$ 83,444.31	\$ 90,821.98	\$ 110,536.23	\$ 85,074.62	\$ 87,259.77	\$ 93,721.94	\$ 6,462.17			\$ 6,462.17	7.4%		
INVESTMENTS SUBTOTAL		\$ 716,174.74	\$ 787,842.45	\$ 972,821.13	\$ 930,618.53	\$ 1,156,038.35	\$ 1,289,041.06	\$ 133,002.71	\$ 39,908.00	\$ 21,906.00	\$ 115,000.71	9.9%		
1) Temp. Restricted - Charles Schwab		\$ 91,871.18	\$ 10,762.49	\$ 28,376.69	\$ 45,453.34									
Citizens savings			\$ 90,485.31	\$ 70,730.28	\$ 82,548.06	\$ 126,012.17	\$ 189,291.41							
			\$ 101,247.80	\$ 99,106.97	\$ 128,001.40	\$ 126,012.17								
2) ASOR General Fund- Charles Schwab		\$ 120,979.05	\$ 145,828.93	\$ 89,226.67	\$ 96,849.38	\$ 81,802.57	\$ 28,819.18							
Citizens Savings			\$ 48,843.53	\$ 233,539.71	\$ 298,527.37	\$ 411,199.84	\$ 310,303.14							
Citizens Bank Checking		\$ 1,443.80	\$ 4,214.42	\$ 2,764.07	\$ 5,562.67	\$ 1,368.86	\$ 1,980.41							
			\$ 198,886.88	\$ 325,530.45	\$ 400,939.42	\$ 494,371.27	\$ 341,102.73							
3) Journals Escrow Account - Charles Schwab		\$ 61,021.96	\$ 62.13											
Citizens savings			\$ 91.40											
			\$ 153.53	\$ -										
GRAND TOTAL		\$ 991,490.73	\$ 1,088,130.65	\$ 1,397,458.55	\$ 1,459,559.35	\$ 1,776,421.79	\$ 1,819,435.20	\$ 133,002.71	\$ 39,908.00	\$ 21,906.00	\$ 115,000.71			
DSP - Calvert Account		\$ 43,383.17	\$ 43,404.97	\$ 43,409.24	\$ 43,413.41	\$ 0.28	\$ 0.28							
DSP - Citizens Account		\$ 4,815.01	\$ 4,930.71	\$ 4,944.04	\$ 4,935.04	\$ 46,514.39	\$ 46,514.39							
HESI - Huntington Bank		\$ 32,749.98	\$ 32,785.53	\$ 32,828.94	\$ 30,770.43	\$ 28,778.59	\$ 28,778.59							
Total Sponsored projects		\$ 80,948.16	\$ 81,121.21	\$ 81,182.22	\$ 79,118.88	\$ 75,293.26	\$ 75,293.26	\$ -						
Nies Fund - Citigroup		\$ 323,669.30	\$ 348,699.23	\$ 424,252.39	\$ 398,234.30	\$ 440,263.29	\$ 462,659.47	\$ 22,396.18						

EXHIBIT D

**American Schools of Oriental Research
FY 2014 Journals Escrow Recommendation**

Purpose of the Journals Escrow Account. The purpose of the Journals Escrow Account is to set aside the funds necessary to publish ASOR journals—thereby fulfilling ASOR’s obligation to its members and subscribers. This is an annual calculation requiring Board approval.

Policy adopted in FY 2010. Segregate a designated percentage of deferred journal income so the money will not otherwise be spent on operations.

Analysis. During the last seven fiscal years, FY 2007-FY 2013, direct production costs have ranged from 29.4% to 47.3% of memberships and subscriptions revenue (with an average of 37%), with FY 2011-FY 2013 at about 30% due to lower costs resulting from competitive bidding. *See* table below. To be conservative, the Finance Committee again recommends that 40% of the FY 2013 deferred journal income be escrowed for FY 2014.

Fiscal Year	(i) Individual Memberships + Subscriptions Revenue	(ii) Institutional Membership Revenue	(iii) Total M & S Revenue [(i) + (ii)]	(iv) Direct Production Costs	(v) Percent of Revenue [(iv)/(iii)]
FY 2007	\$307,889	\$89,200	\$397,089	\$155,805	39.2%
FY 2008	\$425,532	\$93,700	\$519,232	\$237,055	45.7%
FY 2009	\$361,265	\$90,000	\$451,265	\$213,632	47.3%
FY 2010	\$338,698	\$88,000	\$426,698	\$163,191	38.2%
FY2011	\$391,642	\$87,000	\$478,642	\$140,805	29.4%
FY 2012	\$375,272	\$83,000	\$458,272	\$136,393	29.8%
FY 2013	\$395,138	\$86,000	\$481,138	\$142,933	29.7%

Resolution. In order to set aside the funds necessary to fulfill ASOR’s FY 2014 obligation to its members and subscribers to publish journals, ASOR will segregate, either in a separate bank account or by memorandum entry in its financial records, forty percent (40%) of the 2013 deferred journal income. For purposes of this calculation, deferred journal income will be reduced by outstanding accounts receivable since there is no obligation related to memberships and subscriptions that have not yet been paid. The Journals Escrow Account reserve, calculated by quarter, is as follows:

Quarter	(i) Deferred Journal Income	(ii) Less: Accounts Receivable	(iii) Net Def. Journal Income [(i)-(ii)]	(iv) Reserve Percentage	(v) Reserve [(iii) x (iv)]	(vi) General Fund Balance
September-12	\$184,016	\$24,842	\$159,174	40%	\$63,670	\$352,389
December-12	\$290,817	\$73,614	\$217,203	40%	\$86,881	\$449,633
March-13	\$271,314	\$18,641	\$252,673	40%	\$101,069	\$495,850
June-13	\$213,772	\$22,917	\$190,855	40%	\$76,342	\$494,371

EXHIBIT E

APPENDIX I – INVESTMENT TARGETS AND RANGES
Approved by the ASOR Board of Trustees on November 18, 2012
Amendment proposed on November 24, 2013 to add new account

ASOR General Endowment (including accumulated earnings)

Largecap Equities	45%
Smallcap Equities	15%
International Equities	20%
Fixed Income	15%
Cash	5%

Platt Fellowship Fund (including accumulated earnings)

Largecap Equities	45%
Smallcap Equities	15%
International Equities	20%
Fixed Income	15%
Cash	5%

Harris Fellowship Fund (including accumulated earnings)

Largecap Equities	45%
Smallcap Equities	15%
International Equities	20%
Fixed Income	15%
Cash	5%

Meyers/Wright Fund (including accumulated earnings)

Largecap Equities	45%
Smallcap Equities	15%
International Equities	20%
Fixed Income	15%
Cash	5%

MacAllister Fund (including accumulated earnings)

Largecap Equities	45%
Smallcap Equities	15%
International Equities	20%
Fixed Income	15%
Cash	5%

Board Designated Publications Opportunity Fund

Largecap Equities	25% - 35%
Smallcap Equities	5% - 10%
International Equities	10% - 15%
Fixed Income and Cash	40% - 60%

APPENDIX II – SPENDING POLICIES

[Approved by the ASOR Board of Trustees on November 18, 2012]

[Amended Appendix II to add new account and make the terminology consistent proposed to the ASOR Board of Trustees on November 24, 2013]

Endowment and Investment Fund Distributions

Unless otherwise specified, endowment and investment fund distributions shall be made quarterly in an amount equal to one-fourth (1/4) of a fund's Annual Spending Percentage multiplied by the Calculated Distribution Value of the fund.

The Calculated Distribution Value of a fund is the average of its closing market values at the end of the preceding twelve (12) calendar quarters (the "Quarterly Closing Market Value"). A fund's Quarterly Closing Market Value shall comprise all assets in the fund including, without limitation, principal and retained income, adjusted for all gains and losses, whether realized or unrealized, and determined as of the last business day of the quarter.

Endowment and investment fund distributions shall be made promptly following the close of each quarter.

To prevent erosion of the principal of a fund, if the Quarterly Closing Market Value is less than seventy-five percent (75%) of the fund's historic dollar value, the distribution calculated above shall be reduced by fifty percent (50%).¹

Annual Spending Percentages

ASOR General Endowment	3.5%
Platt Endowment	6.0%
Harris Endowment	5.0%
Meyers/Wright Fund	5.0%
MacAllister Fund	5.0%

¹ Notwithstanding the above, the Harris Endowment governing instrument precludes distributions when the fund's Quarterly Closing Market Value is at any amount below its historic dollar value.