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Tab 1

Welcome Letters from the ASOR Board Chair and the ASOR President



April 2017

Dear Colleague:

On behalf of the ASOR officers and Board of Trustees, I welcome you as a new Board member. The ASOR Trustees and staff look forward to meeting you, working with you, and drawing on your unique academic, business, and practical expertise and experience. We are confident you will be an excellent addition to the Board and contribute significantly to ASOR's ongoing success.

There are three cornerstones of success in the business world: skilled management, sufficient capital to grow and expand, and markets to serve. Not surprisingly, these business cornerstones correspond to the primary responsibilities of the ASOR Board of Trustees: governance, fundraising and financial management, and strategic planning and policy development.

First and foremost, the Board is charged with governing and managing ASOR. As a Board member, you are expected to be aware of issues currently under debate and consideration. As a new Board Member, you will be asked to vote on pressing issues facing the organization at your first meeting. That said, I urge you to familiarize yourself with ASOR's rich history, organizational structure, and Bylaws. There is a wealth of interesting and useful information about ASOR in the Board Manual and on the new website that collectively will inform your decision-making process.

Fundraising and financial accountability to ASOR's constituency also are major Board responsibilities. Study the annual audited financial statements and Finance Committee reports presented at Board meetings. Ask questions. Also lead in giving. Then you can say to our members and prospective donors, "Join me in supporting this worthy cause." And think about potential new ASOR members, donors, and revenue streams. Let your creative juices flow. Our success is multiplied exponentially when Board members actively participate in all aspects of ASOR's finances.

The Board also focuses on strategic planning and policy development. Our mission is to initiate, encourage, and support research into, and public understanding of, the history and cultures of the Near East and wider Mediterranean, from the earliest times. We regularly revisit our mission and develop strategic plans to best carry it out. Policy development also is critical—it is our job to maintain ASOR's Policies, refer to them, and keep them relevant. Our Policies, which are included in the Board Manual and on the website, direct our staff in carrying out ASOR's

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mission, implementing the current strategic plan, and meeting the needs of our members and donors in an ethical and legal manner.

In short, you have not joined an advisory board. We are a working board. And as a Board member, you will be an integral part of the process. You may be assigned to a committee or assigned a specific task—or both. Give thoughtful consideration about the committee(s) on which you are interesting in working and how best to use your unique skill set for the benefit of ASOR.

So be prepared. Find your place. Get involved. Thank you for joining us. Welcome to the team.

Best regards,

Richard L. Coffman
Chair of the Board



April 2017

Dear Colleagues,

It is my pleasure to extend greetings to you, the members of the ASOR Board, both to those members whose service dates back decades and to those of you who are just joining our Board this year. ASOR is deeply grateful to all of you for your willingness to serve.

It is often said of Boards of Trustees -- especially Boards of non-profit organizations like ASOR -- that we seek Trustees who embody the four W's: work, wisdom, wealth, and wit. ASOR has been fortunate over the years to have Board members who have brought all these virtues to our organization.

Regarding work, for example, I remember that in the summer of 2014, very early on in my tenure as ASOR President, I wrote one of our more seasoned and long-serving Board members, asking him if he would serve as the Chair of the Board's Trustee Nominations Committee. This colleague, as his many years on the Board might suggest, had already served ASOR extensively, and in multiple ways. He had, in short, paid his dues. But that did not stop him from saying "yes" when I asked him to take on the job. More important, he closed his e-mail in which he acceded to my request by writing, "Thank you for giving me this new opportunity to serve ASOR." Thanking me for asking him to take on an extra assignment? It's not what I expected to hear. But over the last three years, I have come to understand that this is typical of our Board members and their dedication to ASOR and its work.

The ASOR Board is also fortunate to have among its membership incredible wisdom, especially members with deep-seated institutional memories about ASOR. In addition to the current President and Chair of the Board, for example, we have among our Board members three former ASOR Presidents and two former Board Chairs, who collectively have served a total of 44 years in positions of ASOR leadership.

The ASOR Board also deliberately includes academics who specialize in the areas of study to which ASOR is dedicated—the cultures and history of the Near East and wider Mediterranean—and Trustees whose professional expertise lies elsewhere. We benefit tremendously from the varying perspectives these different constituencies bring to the table.



Year in and year out, we enjoy 100% participation from our Board when it comes to donations to the ASOR Annual Fund and other ASOR fund-raising endeavors—a clear demonstration of our Board members' commitment to share their wealth with ASOR. This 100% participation rate results in other financial benefits. Other ASOR members are more likely to make a donation to ASOR, for example, if they know our Board members are 100% behind the organization. In fact, due to the strong financial commitment of our Board, ASOR has one of the highest percentages of membership donation rates among learned societies. About 20% of ASOR members donate to ASOR every year; the rate for other learned societies hovers below 5%. Foundations and granting agencies, too, are more inclined to fund ASOR initiatives once they see that the Board has put its money where its mouth is in support of our organization.

Finally, we are a Board that has fun together, as we truly enjoy each other's company. Indeed, if there's any complaint I hear regularly about our Board meetings, it's that the "Call to Order" comes way too soon, interrupting lively conversations during our pre-meeting breakfasts and our mid-meeting breaks.

It has been one of the great honors and privileges of my life to serve on the ASOR Board. I hope each of you likewise finds your term of service on the Board to be an honor and privilege, just as ASOR is honored and privileged to claim you as a Board member.

All best,

Susan Ackerman
ASOR President



Tab 2

Members of the 2017 ASOR Board



Members of the ASOR Board: 2017

Officers

Richard L. Coffman, Chair of the Board

Richard L. Coffman, a native Texan, is a trial lawyer and managing partner of the Coffman Law Firm in Beaumont, Texas. His law practice focuses on class actions, mass actions, and business litigation throughout the United States. He has been named a Texas Super Lawyer.

Before attending law school, Coffman, who also is a Certified Public Accountant, worked for two international public accounting firms. He also served as an adjunct member of the accounting faculties of the University of Washington and University of Texas business schools. Coffman regularly travels on mission trips to South Sudan.

Prior to taking up his current position as ASOR Board Chair, on July 1, 2016, Coffman served as ASOR's Assistant Treasurer in 2012 and as the ASOR Treasurer, from January 1, 2013, through June 30, 2016. He also serves on the ASOR 2016-2020 Strategic Planning Task Force and the ASOR Branding Task Force. As Chair of the Board, Coffman also sits on several ASOR committees.

Susan Ackerman, President

Susan Ackerman is the Preston H. Kelsey Professor of Religion, Professor of Women's, Gender, and Sexuality Studies, and Professor of Jewish Studies at Dartmouth College, where she has been on the faculty since 1990. At Dartmouth, she served as the Chair of the Religion Department from 2004-2012 and is currently serving as the Chair of the Program in Women's, Gender, and Sexuality Studies (a position she also held from

2002-2004). Her research specialties include the religion of ancient Israel, women and gender in ancient Israel, myth and ritual studies in ancient Israel, and the Hebrew Bible.

Prior to taking up her position as ASOR President, on January 1, 2014, Ackerman served as a member of the ASOR Board for seven years (2007-2013), during which time she was a member of the ASOR Capital Campaign Cabinet, the Task Force on the ASOR Strategic Plan for 2011-2015, and the Finance Committee. She has also served as President of the New England and Eastern Canada Region of the Society of Biblical Literature (2013-2014), as President of the Colloquium for Biblical Research (2008-2010), and as a member and then Secretary of the Board of Trustees of the W. F. Albright Institute for Archaeological Research (AIAR), from 2008-2013.

P. E. MacAllister, Chair of the Board, Emeritus

P. E. MacAllister is Chair of the Board of MacAllister Machinery in Indianapolis, Indiana. He started working with his father in the tractor business in 1945 (after he was honorably discharged from the Army Air Corps), and he assumed management of the business in 1951. He ran the business for forty years, passing it to his son Chris in 1991 and assuming the position of Chair of the Board.

A curbstome student of history and the classics, whether literature or music, MacAllister has worked extensively in the church, Near Eastern archaeology, TV programming, education, and Republican politics. He writes continuously and has published three books.

MacAllister became involved in ASOR in 1968, and he has served on the ASOR Board since 1976. He held the position of Chair of the Board from 1994-2013, when he was appointed Chair of the Board, Emeritus. MacAllister also holds an appointment as a Life Trustee of ASOR.

In 1996, he received ASOR's most prestigious award, the Richard J. Scheuer Medal, for lifetime achievement and professional service. The P. E. MacAllister Excavation Fellowships, established in 2013 by the MacAllister Family and ASOR friends, also honor his long-standing service to ASOR.

Andrew G. Vaughn, Executive Director

Andrew G. (Andy) Vaughn became ASOR's Interim Executive Director on January 1, 2007, and he was appointed Executive Director on July 1, 2007. Prior to this appointment, Vaughn taught at Gustavus Adolphus College in St. Peter, MN. There, from 1997-2007, he was Assistant Professor and later Associate Professor of Hebrew Bible. He also served as Chair of Department of Religion. His teaching and research interests include cultural heritage, history, archaeology, Semitic languages, and Israelite religion. He is a past recipient of the Mitchell Dahood Prize for Biblical Scholarship, and he was a Fulbright Fellow at Tel Aviv University from 1993-94.

Prior to taking up his position as Executive Director of ASOR, Vaughn served on ASOR's Publications Committee from 2001-2006, and he was elected as Chair of the Publications Committee in 2005. As Chair, he served on the ASOR Board and Executive

Committee from 2005–2006, and he was on the ASOR Management Committee from 2006–2007. He was editor of the joint ASOR/SBL Archaeology and Biblical Studies Book Series from 2001–2007. He has also served as Vice President of the Upper Midwest Region of the Society of Biblical Literature (2006-2007) and on the SBL Development Committee (2004–2007).

Sharon Herbert, Vice-President

Sharon Herbert is the Charles K. Williams II Distinguished Professor of Classical Archaeology and former chair of the Department of Classical Studies and Director of the Interdepartmental Program in Classical Art and Archaeology at the University of Michigan, where she has enjoyed a remarkable career as a field archaeologist, teacher, and academic administrator since she joined the Michigan faculty in 1973. She is also Curator of Greek and Hellenistic Collections and former Director (1997-2013) of the University of Michigan's Kelsey Museum.

Herbert's research specialties include Hellenistic Egypt and the Near East and ancient ceramics. She is best known for her contributions to the archaeology of Israel, as director of the Tel Anafa excavations from 1978 to 1981 and as co-director of the Tel Kedesh excavations from 1997 to 2012. She has also conducted archaeological fieldwork in Greece, Italy, and Egypt.

In addition to serving as ASOR Vice-President, a position that she has held since January 1, 2013, Herbert serves as the President of the W. F. Albright Institute for Archaeological Research (AIAR).

Tim Harrison, Past President

Tim Harrison is Professor and Chair of the Department of Near and Middle Eastern Civilizations at the University of Toronto, where he has been on the faculty since 1997. Harrison previously served as the Department's Associate Chair and Graduate Coordinator.

Harrison's research specialties include complex societies, Near Eastern archaeology, Bronze and Iron Age civilizations, urbanism, ethnicity, exchange networks, ceramic analysis, and archaeological method and theory. He directs the CRANE project (Computational Research on the Ancient Near East), which seeks to create an analytical framework to integrate the huge amount of complex and interrelated Near Eastern archaeological data, ranging from settlement patterns to ceramics. He is in addition the Project Director of the Tayinat Archaeological project, which was launched in 1999, and is a member of the project staff of the Tell Madaba Archaeological Project.

Harrison first joined the ASOR Board in January 2000 and served two terms as ASOR's President from 2008-2013. During this time, he took responsibility for major initiatives within ASOR, including the creation of ASOR's Strategic Plan for 2011-2015 and the ASOR Policy on Professional Conduct. Harrison also led the extraordinarily successful "Building a Foundation for ASOR" capital campaign, which raised \$1.7 million for ASOR's endowment and other programming initiatives. Currently, in addition to serving as Past

President, he is the Chair of the Board's Committee on the ASOR Policy on Professional Conduct and is a member of the Development Committee.

In November 2014, Harrison received ASOR's most prestigious award, the Richard J. Scheuer Medal, for lifetime achievement and professional service.

Lynn Swartz Dodd, Secretary

Lynn Swartz Dodd is Associate Professor of the Practice of Religion at the University of Southern California Dornsife College of Letters, Arts and Sciences. There, she has served as the Director of the Interdisciplinary Archaeology Undergraduate Major and the Director of Undergraduate Studies in Religion. She was also designated a USC Dornsife Distinguished Faculty Fellow.

Dodd's research centers on archaeology and politics and ancient innovation and social change, particularly the ways that beliefs about the world figure in social change. As Curator of USC's Archaeology Research Center, she is also engaged in technical material studies, excavation publication projects, and research involving the use of lasers and new imaging techniques in archaeological research and conservation. She is a staff member of the Amuq Valley Research Project Survey (Turkey), the Kenan Tepe Excavations (Tigris River, Turkey), and the Tell al-Judaidah Publication Project (Turkey), as well as the Native American Sacred Landscapes Project (California). Dodd is in addition the co-organizer of the Israeli Palestinian Archaeology Working Group.

Dodd has served ASOR in many capacities: for example, as a member of the Publications Committee and of the Committee on Archaeological Research and Policy (and as Chair of that committee's Fellowships Subcommittee). She was the Chair of the *Ad Hoc* Ethics Working Group that authored the Policy on Professional Conduct adopted by the ASOR Board in April 2015. She has been ASOR Secretary since January 1, 2013.

In November 2015, she received the ASOR Membership Service Award.

Christopher J. White, Treasurer

Christopher J. (Chris) White has been Senior Inventory Accountant at Martin Marietta in Raleigh, North Carolina, since September 2015. In addition to overseeing the calculation of costs for raw materials, he conducts monthly closeouts for inventory accounts and quarterly and yearly reconciliations of the accounts. The recipient of a B.S. in Finance and M.B.A. in Accounting, White has more than 15 years of experience in the fields of accounting and finance, with extensive knowledge in the areas of accounting, financial reports, internal controls, auditing, and budgeting.

Prior to taking up his current position, White worked from 2012–2015 as Audit Senior at Romeo, Wiggins, and Company, LLP, ASOR's external auditor. During his time with Romeo, Wiggins and prior to his appointment as ASOR Treasurer, White was the lead auditor for the fieldwork portion of ASOR's external audit. As such, he developed an intimate knowledge of ASOR's finances, policies, and internal control. He is thus in a unique position to offer advice to ASOR about best practices in the areas of financial management, problem solving, software implementation, and overall organizational management.

Class of 2017 (serving through December 31, 2017)

Rami Arav (Individual Trustee)

Rami Arav is Associate Professor in the Department of Philosophy and Religion and the Department of History at the University of Nebraska Omaha. Trained as a biblical archaeologist, Arav specializes in Palestine in the Hellenistic period and has directed numerous archaeological excavations. Most notably, since 1987, Arav has directed excavations in the biblical city of Bethsaida. Arav is also the director of the Consortium of the Bethsaida Excavations Project, as well as the director of the John and Carol Merrill expedition to the Cave of Letters.

Arav has been a member of ASOR since the late 1970's and has attended almost every ASOR Annual Meeting since 1982. He joined the ASOR Board in January 2015.

Theodore Burgh (Individual Trustee)

Theodore (Teddy) Burgh is Associate Professor in the Department of Philosophy and Religion at the University of North Carolina Wilmington. His research specialties include the archaeology of ancient Israel and the Near East, the Hebrew Bible, archaeomusicology (the study of ancient music culture), the reconstruction of Syro-Palestinian and Near Eastern music culture and cataloging musical artifacts, utilization analysis of Syro-Palestinian sacred and secular space, and ethnomusicology. Burgh is himself an accomplished musician (he plays flute, clarinet, and saxophone), and in addition to his university career, he enjoys composing and performing. He is a member of the FROG Project and Lee Venters and Vermillion Sands (Wilmington, NC).

Burgh has been an ASOR member since 1996, presenting numerous papers at the ASOR Annual Meeting as well as chairing sessions. He has been a member of the Membership and Outreach Committee since the beginnings of his involvement with ASOR, and he has especially championed that committee's Friends of ASOR initiative.

Burgh joined the ASOR Board in January 2015. Currently, he serves as a member of the Board's Trustee Nominations Committee.

Joseph Greene (Institutional Trustee)

Joseph (Joe) Greene is the Deputy Director and Curator of the Harvard Semitic Museum, where he has worked since 1994. His research interests focus on archaeological survey and landscape archaeology of the Mediterranean/Middle East region, cultural resource management in the Mediterranean/Middle East region, and museums and the history of museums in Mediterranean and Middle Eastern countries.

From 1976 to 1980, Greene excavated at Carthage, Tunisia, with the ASOR Punic Project. From 1980 to 1983, he directed the Carthage Survey, an archaeological reconnaissance of the hinterland of ancient Carthage. In 1986, he was a National Endowment for the Humanities Fellow at the American Center of Oriental Research

(ACOR) in Amman, Jordan, and in 1987-88, he directed the ACOR/USAID Cultural Resource Management Project. In 2001, Greene served as a consultant to the Petra National Trust. Between 1977 and 1986, he worked on archaeological excavations and surveys in Cyprus at Idalion, Kourion, and Palaipaphos, and in 1986-87, he was a Senior Fulbright Fellow at the Cyprus American Archaeological Research Institute (CAARI) in Nicosia.

Within ASOR, Greene served as the editor of the ASOR Archaeological Reports Series from 2003-2008 and then of the ASOR Annual from 2009-2014. He currently serves as the Clerk/Newsletter Chair of the Cyprus American Archaeological Research Institute (CAARI) Board, and since 2002, he has been the editor of CAARI News.

Greene joined the ASOR Board in January 2015. Currently, he serves as a member of the Board's Committee on the ASOR Policy on Professional Conduct.

In November 2015, Greene received the ASOR Membership Service Award.

Carol Meyers (Institutional Trustee)

Carol Meyers is Professor Emerita of Religious Studies at Duke University's Trinity College of Arts and Sciences. Her research interests include the archaeology of ancient Israel, archaeology and religion in ancient Israel, the Hebrew Bible, women and gender in ancient Israel, and anthropological and social-science approaches to the Hebrew Bible.

In 1971, Meyers began excavating at Meiron, and from 1978 to 2009, she served as Associate Director of the Meiron Excavation Project, which included excavations of the nearby synagogues of Gush Halav and Nabatrein. She has also served, since 1984, as the Co-Director of the Joint Sepphoris Project and, since 1992, as the Co-Director of the Sepphoris Regional Project.

Within ASOR, Meyers served on the Publications Committee from 1977-1992 and on the Committee on Archaeological Research and Policy for nine terms (twenty-seven years!) at various points between 1976 and 2010. She has also served on the Media Committee, the Officers Nominations Committee, the Advisory Committee of the ASOR Archiving Initiative, and on various ASOR Strategic Planning Committees: the Task Force on the ASOR Strategic Plan for 2011-2015, the Academic Master Planning Committee of 2004-2006, and the Strategic Initiatives Retreat of 2001. In addition, she was an associate editor of the *Bulletin of ASOR (BASOR)* from 1997-2005.

Meyers first joined the ASOR Board in 1976, serving as a Trustee from 1976-1978 and again from 2005 onward. Since 1994, she has also served as a Trustee of the W. F. Albright Institute for Archaeological Research (AIAR). Currently, she serves as a member of the Board's Committee on the ASOR Policy on Professional Conduct and on the Officers Nominations Committee.

In November 2014, Meyers was awarded ASOR's P. E. MacAllister Field Archaeology Award. The Eric and Carol Meyers Excavation Fellowships, established in 2014, also honor her long-standing service to ASOR.

Peggy Duly (Board Trustee)

Peggy Duly, a native Californian, is retired from her position as medical technologist and research associate in the Clinical Chemistry Lab at the University of California, San Diego. Previously, she worked at the University of Colorado Medical Center. As far back as her undergraduate days, however, Duly identified her avocation as anthropology with an emphasis on archaeology. She has fostered her anthropological interests through trips to Canada, Mexico, Peru, Ecuador, Columbia, Panama, England, Scotland, Northern Ireland, Eire, France, Spain, Norway, Sweden, Denmark, Russia, Germany, Austria, Hungary, the Czech Republic, Italy, Greece, Australia, New Zealand, Cyprus, Egypt, Jordan, and Israel.

Duly joined the ASOR Board in January 2015.

Susan Laden (Board Trustee)

Susan (Sue) Laden is the publisher of the Biblical Archaeology Society, which was founded in 1974. Laden joined the Biblical Archaeology Society almost immediately thereafter – in 1975. This non-profit, non-denominational Society's goal is making available, in understandable language, the latest insights of professional archaeologists as they relate to the Bible. The Biblical Archaeology Society is known primarily for its magazine, *Biblical Archaeology Review*. The magazine's core audience includes individuals who are fascinated by the Bible or by ancient history but who have almost no background in archaeology. The Biblical Archaeology Society also sponsors travel/study programs. Recently, Laden has been instrumental in launching the Biblical Archaeology Society's web-based newsletter "Bible History Daily."

Laden serves on ASOR's Membership and Outreach Committee, where she has been especially involved in helping develop the Friends of ASOR outreach program.

Laden joined the ASOR Board in January 2015.

W. Mark Lanier (Board Trustee)

W. Mark Lanier is a trial lawyer and founder of the Lanier Law Firm, which has offices in Houston, New York, and Los Angeles. He has won many awards for his work as an attorney, including, most recently, being recognized as "Houston's Lawyer of the Year" in 2017 for Personal Injury Litigation – Plaintiffs, as "Trial Lawyer of the Year" by The National Trial Lawyers and *The Trial Lawyer* magazine (2016), and as "Houston's Lawyer of the Year" for Mass Tort Litigation/Class Actions (2016). In 2015, he was awarded the American Association of Justice's Lifetime Achievement Award, and in 2012, he was awarded the Clarence Darrow award, which honors the famed attorney Clarence Darrow and is given to attorneys who have demonstrated conviction in their work and exceptional courage in the face of adversity.

Lanier is also enthusiastically involved in government and community activities outside the practice of law. He is the founder of the Lanier Theological Library, one of the nation's largest private theological collections. He himself has published two books focused on integrating Christian faith into daily life: *Christianity on Trial* (2014) and *Psalms For Living* (2016).

Lanier joined the ASOR Board in January 2012. He has been a strong supporter of ASOR's outreach efforts, and the Lanier Theological Library provides major funding to help publish ASOR's e-newsletter that is dedicated to outreach, *The ANE Today*. Lanier also serves as a Trustee of the W. F. Albright Institute for Archaeological Research (AIAR).

Joe D. Seger (Board Trustee)

Joe D. Seger is Professor Emeritus in the Department of Anthropology and Middle Eastern Cultures and Director Emeritus of the Cobb Institute of Archaeology at Mississippi State University, whose faculty he joined in 1982. His research interests include Near Eastern archaeology and field methods, Old Testament history and literature, ancient Semitic languages, and ancient Near Eastern religions and cultures. He is an expert in ceramic analysis and excavation techniques.

Seger's career as a field archaeologist began with the Joint Expedition to Tell Balatah, biblical Shechem, in 1962. He returned for the 1964 season and became Field Director in 1969. Since 1975 he has been the Project Director of the Lahav Research Project excavations at Tell Halif in Israel.

Seger first joined the ASOR Board in 1986 and has served on the Board ever since. From 1996-2002, he served as the ASOR President. Seger also served as the President of the W.F. Albright Institute of Archaeological Research (AIAR) from 1988-1994 and now he serves as an Honorary Trustee of the Albright. He also currently serves the ASOR Board as the Chair of the Officers Nominations Committee and as a member of the Development Committee.

In 2006, Seger received ASOR's most prestigious award, the Richard J. Scheuer Medal, for lifetime achievement and professional service. The recently established Joe D. Seger Excavation Fund also honors his long-standing service to ASOR.

Class of 2018 (serving through December 31, 2018)

Jane DeRose Evans (Individual Trustee)

Jane DeRose Evans is Professor of Art History at Temple University. She specializes in the archaeology of the Roman provinces and especially in ancient numismatics. She is a Fellow of the American Numismatic Society and a member of the Royal Numismatic Society. After excavating for many years in Javols, France, she is now project numismatist for the Harvard/Cornell Excavations in Sardis and the George Washington University excavations at Bir Madhkur (Jordan). She has also worked in Israel, Italy, England, and Philadelphia.

Evans has been a member of ASOR for many years, and from 2010-2015, she served on the *Ad Hoc* Ethics Working Group that authored the Policy on Professional Conduct adopted by the ASOR Board in April 2015. She currently serves on the Cultural Heritage

Committee and has testified on behalf of the Memoranda of Understanding that allow intercepting illegally-obtained antiquities from Cyprus and Egypt at the US border.

Evans served on the ASOR Board from 2011-2013 and then rejoined the Board again in January 2016. She is currently serving as a member of the Trustee Nominations Committee.

Ann-Marie Knoblauch (Individual Trustee)

Ann-Marie Knoblauch is Associate Professor of Art History and Associate Director of the School of Visual Arts at Virginia Tech. Her research interests bridge east and west, especially Cyprus and Greece during the archaic and classical periods. She is especially concerned with articulating the voices of underrepresented groups in the ancient Mediterranean world -- non-Athenian and non-male -- through the material culture left behind. This approach to the ancient world manifests itself in two main research endeavors, investigations into the visual iconography of Athenian women and active fieldwork on the island of Cyprus. Knoblauch has been involved in the excavations of Idalion, Cyprus, since 1998, and on Cyprus, she has also excavated at Yeronisos Island. She has also excavated in Israel and Greece.

Knoblauch has chaired several ASOR sessions on Cyprus at the ASOR Annual Meeting, and she also served as guest co-editor for a special double issue of *Near Eastern Archaeology* (NEA 71/1-2) whose focus was "Ancient Cyprus: American Research." In addition, she served as a member of the *Near Eastern Archaeology* editorial board from 2008 through 2016.

Knoblauch joined the ASOR Board in January 2013. While on the Board, she has been a member of the Executive Committee, the Finance Committee, the Officers Nominations Committee, and the Task Force for Implementing the ASOR 2011-2015 Strategic Plan. She is the current chair of the Trustee Nominations Committee. She has also been a member of the Board of Trustees of the Cyprus American Archaeological Research Institute (CAARI) since 2002.

J. Edward Wright (Institutional Trustee)

J. Edward (Ed) Wright is Professor of Hebrew Bible and Early Judaism and Director of The Arizona Center for Judaic Studies at the University of Arizona. Wright's area of expertise is early Jewish history and religion with particular interest in early Jewish apocryphal texts -- texts that shed light on the non-traditional aspects of early Jewish thought and culture, allowing for a more accurate depiction of the rich diversity of early Judaism.

Wright is also a member of the Board of Advisors of the Museum of Biblical Archaeology, a new national public museum that will be devoted to the history, culture, and people of the land of the Bible. In addition, he serves as a co-editor of "The Bible and Interpretation" website, and he is a past President of the Society of Biblical Literature, Pacific Coast Region.

Within ASOR, Wright was the guest editor of a special issue of *Near Eastern Archaeologist* — “The House that Albright Built” (*NEA* 65/1). He has served as an ASOR Trustee since 2006, and he also served two terms as President of the W. F. Albright Institute for Archaeological Research (AIAR), from 2006-2012. He remains an Honorary Trustee of the Albright. Currently, Wright serves as the Chair of the ASOR Board’s Development Committee.

In November 2012, Wright received ASOR’s W. F. Albright Service Award, which honors an individual who has shown special support or made outstanding service contributions to one of the overseas centers, ACOR, AIAR, CAARI, or to one of the overseas committees - the Baghdad Committee and the Damascus Committee.

Jeffrey Blakely (Institutional Trustee)

Jeffrey (Jeff) Blakely is Adjunct Professor of Biblical Archaeology in the Department of Classical and Ancient Near Eastern Studies at the University of Wisconsin-Madison. His research interests include the archaeology of the ancient Near East, biblical archaeology, the history of archaeology in the Near East, stratigraphy, ceramics, and, preeminently, the archaeology of the Hesi region, between Gaza and Hebron, over the past ten millennia. Indeed, Blakely began his career in archaeology at the end of his freshman year at Oberlin College in 1971 when joined that summer’s excavation at Tell el-Hesi, and he currently co-directs the Hesi Regional Project in association with former ASOR Trustee James W. Hardin of Mississippi State University. Blakely has also excavated at Caesarea Maritima, Wadi al-Jubah in Yemen, in North America, and for a season at Aqaba, Jordan.

Blakely served on the ASOR Board as interim Vice President for Publications in 2008. Shortly thereafter, he became Vice-President for Publications and Chair of the Publications Committee, positions he held until 2010. In 2008 (volume 71/1-2) and in 2012 (volume 75/1), Blakely served as the editor of *Near Eastern Archaeology* (*NEA*). Blakely also served, from 2008-2010, as a member of the Finance Committee of the ASOR Board. He rejoined the Board, and the Board’s Finance Committee, in January 2016.

In November 2008, Blakely received the ASOR Membership Service Award.

Peyton Randolph Helm (Board Trustee)

Peyton Randolph (Randy) Helm is the interim chancellor of UMass Dartmouth, a position he has held since March 15, 2016. Previously, Helm served as the eleventh president of Muhlenberg College, from July 1, 2003, through June 30, 2015. Prior to joining the Muhlenberg community, Helm served as Vice-President for College Relations and Professor of Classical Studies at Colby College in Waterville, Maine.

Helm began his career in academic administration at the University of Pennsylvania, where he was named coordinator of College House Programs in 1981. He then served as Associate Director of Development and then Director of Development for Penn’s School of Arts and Sciences. From 1981-1988 he was also an adjunct Assistant Professor of Ancient History and Urban Studies at Penn. In 1988, Helm was named Vice-President for

Development and Alumni Relations at Colby College, where he was promoted to Vice-President for College Relations in 2001.

Helm earned his B.A. in Archaeology from Yale University and his Ph.D. in ancient history, specializing in ancient Greek and Near Eastern history and literature, from the University of Pennsylvania. He joined the ASOR Board in January 2016.

Eric M. Meyers (Board Trustee)

Eric Meyers is the Bernice and Morton Lerner Emeritus Professor in Judaic Studies and Archaeology in the Department of Religious Studies of Trinity College of Arts and Sciences, Duke University. He served as Director of the Graduate Program in Religion at Duke from 1979-1985 and as Associate Director in 2000-2001. He became Director again in academic year 2001-2002, a position he held until 2007.

Meyers's research interests include the Bible, Jewish history, and archaeology. Meyers has directed digs in Israel for forty years, including the Meiron Excavation Project, whose work included excavations of the nearby synagogues of Gush Ḥalav and Nabatrein, and the Sephoris Regional Project.

Within ASOR, Meyers held the position of First Vice-President for Publications from 1982-1990, and from 1982-1992 he served as the editor of *Biblical Archaeologist (BA)*. He served as well the associate editor of the *Bulletin of ASOR (BASOR)* from 1976-1993. Most notably, Meyers served as ASOR's President from January 1, 1990, through July 1, 1996, and then again from May 2006 through December 2008.

In 2009, Meyers became Project Director of a major two-and-a-half year grant for archiving the history of American archaeology in the Middle East through ASOR. In addition, from 1975-1976, he served as Director of the W. F. Albright Institute of Archaeological Research (AIAR) in Jerusalem. Today, he is an Honorary Trustee of the Albright. He also currently serves as a member of the ASOR Board's Development Committee.

In 1997, Meyers received ASOR's G. Ernest Wright Publication Award, which is given to the editor/author of the most substantial volume(s) dealing with archaeological material, excavation reports, and material culture from the ancient Near East and eastern Mediterranean. A decade later, in November 2007, he received ASOR's most prestigious award, the Richard J. Scheuer Medal, for lifetime achievement and professional service. The Eric and Carol Meyers Excavation Fellowships, established in 2014, also honor his long-standing service to ASOR.

B. W. Ruffner (Board Trustee)

B. W. Ruffner has been a practicing physician since receiving his medical degree from The Duke University School of Medicine in 1964. From 1970-1976, he was Chief, Division of Oncology, at The University of Virginia Medical School. From 1976 to the present, he has been an Attending Physician at Erlanger and Memorial in Chattanooga, Tennessee. He has also served on the faculty at UVA (1970-1976) and The University of Tennessee, Chattanooga Unit (1976 - present). He has held a number of leadership

positions within the University of Tennessee Medical School including Assistant Dean (1997–2004) and Interim Dean (2006–2007). He has been Chairman, UT Physicians from 1997–present, and is Past President of the Tennessee Medical Association (2010–2011).

Ruffner also been very involved in civic organizations. He has been Secretary of the Rotary Club of Chattanooga, President of the Chattanooga Symphony and Opera Association, and President and Treasurer of the Chattanooga Area Clinical Pastoral Care Association. Ruffner has in addition been active as a volunteer on many ASOR affiliated excavations: Sepphoris, Baniyas, Kursi, Tayinat, and Shikhin.

Ruffner first joined the ASOR Board in 2001, and he served as ASOR Treasurer from 2003–2006. In July 2013, he assumed the position of Chair of the ASOR Board and served with distinction through 2016. Currently, he serves on the Board's Finance Committee, and he also serves as a member of ASOR's Membership and Outreach Committee.

In November 2007, Ruffner received the Charles U. Harris Service Award, which is given in recognition of long term and/or special service as an ASOR officer or Trustee.

James F. Strange (Board Trustee)

James (Jim) Strange is Professor of Religious Studies and Distinguished University Professor at the University of South Florida. There, he has served as Chairperson of Religious Studies and as Dean of the College of Arts and Letters (1981-1989).

Strange's research interests include biblical archaeology, New Testament studies, Christian origins, and post-biblical Judaism. He also has research interests in religion and material culture, the Greek fathers, and theoretical archaeology. Strange has participated in field archaeology annually since 1969 and directed the University of South Florida Excavations at Sepphoris, Israel, from 1983 to 2010. Currently he is Senior Archaeological Advisor for the excavations at Shikhin, Israel.

Strange was Montgomery Fellow at the W. F. Albright Institute for Archaeological Research (AIAR) in 1970-71 and NEH fellow at the same Institute in 1980. He became the Secretary of the ASOR Board in 1997, a position he held until 2012. From 2012 onward, he has continued to serve on the Board as a Board-appointed Trustee.

In November 2006, Strange received the Charles U. Harris Service Award, which is given in recognition of long term and/or special service as an ASOR officer or Trustee. The Strange and Midkiff Families Excavation Fellowships, established in 2014, also honor his long-standing service to ASOR.

Class of 2019 (serving through December 31, 2019)

Hanan Charaf (Individual Trustee)

Hanan Charaf is a faculty member in the Department of Art and Archaeology at the Lebanese University and an associate member of the Research Unit 7041 at the University

of Paris I-Sorbonne. Her research interests include the ceramics of the Late Bronze and Iron Age in northern Levant, intra- and supra-regional pottery exchange in the Levant, the cultural characteristics of the end of the Late Bronze Age and the beginning of the Early Iron Age in the Northern Levant, the study of trade patterns of Cypriot pottery to the Levant, and raising cultural heritage awareness among local populations. She serves as senior field archaeologist at the excavations of Tell Arqa (ancient Irqata) and Gbeil/Byblos in Lebanon.

Charaf has been a member of ASOR since 2000. She has been the series editor of ASOR's Archaeological Reports Series (ARS) since 2015, and in 2010, she co-edited *Near Eastern Archaeology (NEA 73/2-3)*, dedicated to the archaeology of Lebanon. Charaf is also a member of the ASOR Honors and Awards Committee, the ASOR Publications Committee, and the Officers Nomination Committee of the ASOR Board.

Charaf joined the ASOR Board in January 2014.

Heather Dana Davis Parker (Individual Trustee)

Heather Dana Davis Parker is currently a lecturer for the Center for Leadership Education at Johns Hopkins University. Her research on early script traditions contributes directly to the study of the origins of Levantine regional states and kingdoms. Parker also is interested in the use of digital technologies in the research, presentation, and preservation of ancient inscriptions and artifacts and has participated in conferences highlighting the use of modern technology in cultural heritage preservation.

Parker has received grants from the American Center of Oriental Research (ACOR), the W. F. Albright Institute for Archaeological Research (AIAR), and the Council of American Overseas Research Centers (CAORC) for her work on the paleography of Northwest Semitic scripts. She has conducted research in museums throughout Europe and the Middle East, including the Louvre, the Vorderasiatisches Museum, the Jordan and Israel Museums, and the National (Archaeological) Museums of Cyprus, Sardinia, Athens, and Malta.

Parker has served ASOR on both the ASOR 2016-2020 Strategic Planning Task Force and the ASOR Branding Task Force, and she currently is Chair of the Junior Scholars Committee. In addition, she co-chairs the session on Ancient Inscriptions at the ASOR Annual Meeting, and she serves on the editorial board for the *Bulletin of ASOR (BASOR)*. She is also President of the Colloquium for Biblical and Near Eastern Studies.

Parker joined the ASOR Board in January 2017.

Debra Foran (Institutional Trustee)

Debra Foran is Assistant Professor in the Department of Archaeology and Classical Studies at Wilfrid Laurier University. Her research focuses on pilgrimage and trade during the Late Byzantine period (5th to 8th centuries CE) in Jordan.

From 2006 and 2012, Foran directed the Tell Madaba Archaeological Project. Currently, she is the Director of the Town of Nebo Archaeological Project, which is investigating the role of landscape in the religious and economic development of the site

of Khirbat al-Mukhayyat (Jordan). This project is part of a larger regional research effort designed to investigate the development of centralized institutions and state-ordered societies in central Jordan. Foran has also participated in archaeological field projects in Syria and Tunisia.

Foran has chaired several ASOR sessions on the archaeology of Jordan and the Byzantine and Early Islamic Near East. She served as Vice-President and Treasurer of ASOR-Canada (CASOR) from 2004 to 2007, at which time she was elected President, a position she still holds.

Foran joined the ASOR Board in January 2017.

Michael Hasel (Institutional Trustee)

Michael G. Hasel is Director of the Institute of Archaeology and Lynn H. Wood Archaeological Museum at Southern Adventist University, where he has also served as Professor of Near Eastern Studies and Archaeology since 1998.

Hasel has participated and served in administrative capacities on ten different excavations in the Middle East, including Gezer, Ashkelon, Dor, Miqne-Ekron, Masada, and Hazor, in Israel; Idalion, Cyprus; and Jalul in Jordan. He has directed excavations at Khirbet Qeiyafa and currently is co-director of the Fourth Expedition to Lachish. As curator of the Lynn H. Wood Archaeological Museum, Hasel was responsible for planning and displaying art and objects from the ancient Near East in a state-of-the-art exhibit entitled “Vessels in Time: A Journey Into the Biblical World.”

Hasel, an ASOR member since 1989, has chaired several ASOR sessions and served on the Agenda Committee. He held the Samuel H. Kress Fellowship at the W. F. Albright Institute for Archaeological Research (AIAR) in 1995-96 and a Fulbright at the Cyprus American Archaeological Research Institute (CAARI) in 2005. He is also a fellow of the Institute for Biblical Research.

Hasel joined the ASOR Board in January 2014.

Sheila Bishop (Board Trustee)

Sheila Bishop is the President of the Foundation for Biblical Archaeology, which was established “to promote the science of Biblical Archaeology as a discipline by providing funding and support for new and continuing excavations, publication, research, and education.” The Foundation has helped support the Mount Zion Survey, the excavations at Sepphoris, the Roman Aqaba project, the Cana of Galilee project, the reconstruction of a first-century Nazareth farm site, the Tzuba excavation, and the Jezreel expedition. The Foundation for Biblical Archaeology also funds Student Service Scholarships, which provide undergraduates and graduates at ASOR-member colleges, seminaries, and universities with funding to pay for transportation and lodging incurred while attending the ASOR Annual Meeting. In return, students serve as volunteers at the Registration Desk and in service of the Annual Meeting Program Committee and Session Chairs.

Bishop has served on the ASOR Board since January 2011. In November 2016, Bishop received the ASOR Membership Service Award.

Vivian Bull (Board Trustee)

Vivian Bull served as the President of Drew University from July 1, 2012, through July 21, 2014. Before 1992, Bull taught for more than thirty years as a member of Drew's economics department and served for eight years as the university's Associate Dean of the College of Liberal Arts. She also directed the university's Semester on the European Community in Brussels four times and served on a total of twenty-one Drew-led archaeological expeditions in the Middle East. She served as 18th president of Linfield College, McMinnville, Oregon, from 1992 to June 2005.

Bull's academic specialty is in international economics with a specific focus on economic problems in the West Bank and Gaza. She has served on the executive committee of the Northwest Association of Schools and Colleges (a regional accrediting organization) and on the board of directors of the National Association of Independent Colleges and Universities. She previously served on the board of Fred Meyer Inc. and the Fred Meyer Foundation and the American National/Chemical Bank in NJ. She helped organize the College of Management and Administration of Africa University in Zimbabwe and is a former Trustee of the university, where she continues to serve as a consultant. She is also currently working with the Board of Higher Education and Ministry of the United Methodist Church, where she chairs the investment committee.

Bull served as Chair of the Board of Trustees of the W. F. Albright Institute for Archaeological Research (AIAR) for many years and now she serves as an Honorary Trustee of the Albright. She joined the ASOR Board in January 2014 and currently serves as a member of the Board's Development, Finance, and Officers Nominations Committees.

In November 2016, Bull received the Charles U. Harris Service Award, which is given in recognition of long term and/or special service as an ASOR officer or Trustee.

Elizabeth Macaulay-Lewis (Board Trustee)

Elizabeth (Lizzie) Macaulay-Lewis is an archaeologist and architectural historian who currently serves as an Assistant Professor in the Liberal Studies Programs at the Graduate Center, City University of New York. There, she also serves as Deputy Executive Officer for the M.A. in Liberal Studies and directs the M.A. in Liberal Studies concentration in the Archaeology of the Classical, Late Antique, and Islamic Worlds. Her research focuses on the material culture of the Roman, Late Antique, and Islamic worlds, with particular emphasis on Roman gardens and architecture, the reception of ancient material culture in the United States, and Islamic Architecture.

Macaulay-Lewis also serves as Deputy Director of Manar al-Athar, an open-access digital humanities resource for the study of the Middle East, and currently she is the Chair of Smarthistory's Governing Board and the Contributing Editor for Smarthistory's "Art of the Islamic World."

Macaulay-Lewis is a member of the Board of the American Friends of Herculaneum and a former Trustee of the Archaeological Institute of America. She joined the ASOR Board in January 2017.

Overseas Institute Trustees

J. P. Dessel, W. F. Albright Institute for Archaeological Research (AIAR)

J. P. Dessel is the Steinfeld Associate Professor of Ancient Near Eastern Archaeology and History at the University of Tennessee. His research focuses on the rise of social complexity, urban-rural dynamics in the Bronze and Iron Ages, and ethnicity in the ancient world. He has participated in excavations in Israel, Turkey, Egypt and North America. He has directed the excavation of two village sites, Tell el-Wawiyat and Tell 'Ein Zippori, in the Lower Galilee of Israel. Currently, is the co-field director at Tell Tayinat in Turkey.

Dessel is also currently serving as the Vice-President of the W. F. Albright Institute for Archaeological Research (AIAR). Previously, he served as Treasurer of the Albright Board, and before that Secretary. He has been a member of the Albright Board since 2000. Within ASOR, Dessel served on the editorial board of *Biblical Archaeologist (BA)* from 1994-1997 and continued in this position from 1997-2000 under the journal's new name, *Near Eastern Archaeology (NEA)*. He became the Albright representative to the ASOR Board in 2015.

In November 2012, Dessel received ASOR's W. F. Albright Service Award, which honors an individual who has shown special support or made outstanding service contributions to one of the overseas centers, ACOR, AIAR, CAARI, or to one of the overseas committees - the Baghdad Committee and the Damascus Committee.

Øystein LaBianca, American Center of Oriental Research (ACOR)

Øystein (Sten) LaBianca is Associate Director, Institute of Archaeology, and Professor of Anthropology and Graduate Programs Coordinator in the Department of Behavioral Sciences at Andrews University, where he has taught since 1980. LaBianca also served as chair of the Department of Behavioral Sciences from 1982 until 1990.

LaBianca's areas of research and teaching include cultural anthropology, anthropological archaeology, development anthropology, and research methods. He is co-director of the Madaba Plains Project in Jordan and senior director of the Jordan Field School at Tall Hisban, also in Jordan. His research in Jordan has received research grants from Andrews' Office of Scholarly Research, the National Geographic Society, the National Endowment for the Humanities, the U.S. Department of State's Ambassador's Fund for Cultural Heritage Preservation, and the Research Council of Norway.

In addition to serving as a member of the Board of Trustees of the American Center for Oriental Research (ACOR), LaBianca has represented Middle East anthropology

and archaeology on the steering committee of the Middle East Section of the American Anthropological Association. Within ASOR, he served as the Chair of the Committee on Archaeological Research and Policy from 2009-2014. He became the ACOR representative to the ASOR Board in 2001.

In November 2014, LaBianca received the ASOR Membership Service Award.

F. Bryan Wilkins, Cyprus American Archaeological Research Institute (CAARI)

F. Bryan Wilkins grew up in Middle East (India, Iran, and Cyprus), while his father pursued a Foreign Service career. He developed a lifelong interest in archaeology and anthropology and participated in numerous underwater explorations off the northern coast of Cyprus. Later, he studied with John Witthoft and J. B. Pritchard at the University Museum at the University of Pennsylvania. He pursues ongoing studies of ancient Greece, Rome, and the Mediterranean, focusing in particular on early trade development patterns. Wilkins has also spent a thirty-year career as a newspaper reporter especially concerned with macro-economics and international economics. In addition, Wilkins operates a farm business based in Kentucky.

Wilkins became President of the Cyprus American Archaeological Research Institute (CAARI) and a member of the ASOR Board on July 1, 2015. Previously, he served as CAARI Treasurer for many years.

Honorary Trustees

Lawrence T. Geraty
Norma Kershaw
C. C. Lamberg-Karlovsky
Elizabeth Moynihan
Lydie Shufro
Gough Thompson, Jr.



Tab 3

The Staff of the ASOR Office



Members of the ASOR Staff

Britta Abeln

Britta Abeln is the Assistant to the Executive Director. Previously at ASOR, Abeln worked as an Administrative Assistant and an Archives Assistant. Before she came to ASOR, she served as Archives Assistant at the Northeastern University Archives. She has been on the ASOR staff for seven years.

At ASOR, Abeln has responsibility for coordinating ASOR's fellowship programs and the scholarship program that funds students attending the ASOR Annual Meeting. Abeln pitches in to help with many other aspects of the Annual Meeting and other office projects as well. Among the ASOR staff, she is known as the go-to colleague if you need a helping hand.

Abeln especially enjoys working with the Annual Meeting scholarship students and with students who receive ASOR excavation fellowships, as she values ASOR's work to support newcomers to the study of the history and cultures of the Near East and wider Mediterranean and appreciates seeing how much these awards matter to the students who receive them. And for Abeln, ASOR's support of students has personal significance, as she herself studied history as an undergraduate and traveled to Egypt as part of an undergraduate study-abroad program. Abeln also participated in the ASOR-affiliated excavations at Tel Kabri in 2011. Her report? "It was fantastic!"

Aviva Cormier

Aviva Cormier is Publications Assistant and Membership Specialist in the ASOR Office. She assists Inda Omerefendic, ASOR's Publications and Fulfillment Manager, in processing all membership and subscription payments and helping with other aspects of publications and membership services. Cormier also manages the journal exchange program, receiving journals that come to ASOR on behalf of ASOR's affiliated Overseas Research Centers and then shipping them to the Centers' libraries. In addition, Cormier

was instrumental in helping develop the Women of ASOR map, sponsored by the ASOR Initiative on the Status of Women. This Women of ASOR Map serves as a networking tool for ASOR's membership by displaying the locations of professional female members around the globe.

The Women of ASOR Map, moreover, and the efforts and successes of ASOR's female members working in Near Eastern archaeology that it documents, has personal meaning for Cormier—for when she is not at the ASOR office, Cormier can be found at Boston University, where she is a graduate student in the Department of Archaeology, specializing in Mesoamerica. As she herself wrote in an entry about the Women of ASOR Map on the ASOR Blog, "As a graduate student [who] . . . researched each woman, gathering story after story of strong, impressive archaeologists . . . I was inspired . . . and delighted to find that by compiling these entries, I could help these extraordinary women inspire the next generation of women archaeologists."

Inda Omerefendic

Inda Omerefendic has been ASOR's Publications and Fulfillment Manager since April 2014. Previously, from 2010-2013, Omerefendic worked as ASOR's Publications and Archives Assistant and then as the Interim Publications and Fulfillment Manager. She is the ASOR staff member who takes primary responsibility for ASOR's publications, membership and subscription services, and fulfillment needs.

More specifically, Omerefendic serves as liaison between ASOR's publishers and the editors of ASOR's three journals and two of ASOR's three monograph series, coordinating publication schedules and the publication process, managing author contracts, and helping manage orders and distribution. She also receives and processes all membership and subscription payments, oversees the administration of ASOR's membership database, and is responsible for contacting members with renewal reminders. In addition, she puts together *News@ASOR*, the bi-monthly e-newsletter that ASOR publishes for its members. On her plate as well: other outreach initiatives, promotions, and member-engagement initiatives. Plus, Omerefendic manages ASOR's work-study students from Boston University.

Omerefendic has enjoyed traveling with her family since she was young, including travel to places in the Near East. A few years ago visited Egypt and Jordan, where some of her favorite archaeological sites were Petra and the Valley of the Kings.

Selma Omerefendic

Selma Omerefendic joined ASOR in 2000 as ASOR's bookkeeper. She quickly moved into a position with more responsibility and became ASOR Financial Administrator. She continued in that capacity until July 1, 2014, when she assumed the role of ASOR's Assistant Director. She is the ASOR staff member with primary responsibility for everything relating to the day-to-day management of ASOR's finances and financial records.

More specifically, Omerefendic assists the Executive Director to develop the budget, tracks budgetary spending, manages the payroll, and serves as the financial

administrator for grant funding. She also prepares the weekly, monthly, and quarterly financial reports for the Board Finance Committee and all state and federal filings. Omerefendic creates the annual temporary and permanently restricted rollover spreadsheets. These spreadsheets, together with the budget to actual spreadsheet, are the primary documents used by our external auditors to construct ASOR's balance sheet and statement of finances. Also, as Assistant Director, Omerefendic oversees the day-to-day management of the Boston office and runs the weekly staff meetings.

Omerefendic enjoys traveling, including travel to places in Europe and the Near East.

Arlene Press

Arlene Press began working for ASOR as the Interim Meetings Manager in August 2014, and a little less than a year later, she became ASOR's Program and Events Manager. Press came to ASOR with nine years of experience managing meetings and events, having held positions as Program Manager at the Division of Postgraduate Medical Education of Massachusetts General Hospital, and Program Coordinator for the Sam M. Walton College of Business at the University of Arkansas.

At ASOR, Press has primary responsibility for the major aspects of the ASOR Annual Meeting; she works with the Executive Director on site selection and then on hotel arrangements (for example, space allocation, audiovisual set-ups, and food and beverage for various meetings and functions). She does the same for the ASOR Board's spring meeting. Press is also working, together with the Executive Director, to make the ASOR Annual Meeting self-sustaining or even profitable by growing exhibits and sponsorship, as well as attendance. In addition, Press provides administrative support to the ASOR Program Committee, overseeing, for example, the abstract collection process and coordinating communication with Session Chairs).

Press spent three years living in Israel and taking graduate courses at The Hebrew University of Jerusalem, during which time she lived in the research lab for the Ashkelon Excavations with her husband, who was the lab director. Press occasionally volunteered or worked part-time assisting with various projects related to the excavation, and living in Israel also gave her the opportunity to tour sites in Israel, Jordan and Egypt, as well as other countries along the Mediterranean. She describes working for ASOR as a wonderful opportunity to nurture this connection to the Near East.

Cynthia Rufo

Cynthia Rufo first came to ASOR in 2009 as the manager of the ASOR Archives. Previously, she worked as Archives Assistant at the Northeastern University Archives, focusing on collections documenting Boston's underrepresented populations. She has also held internships at the archives of the New England Historical Genealogical Society, the American Antiquarian Society, Forest Hills Cemetery Trust, and the Maine Historical Society.

Today, Rufo is the ASOR Archivist and Website Manager. She also is responsible for many other matters within the ASOR office: she compiles the Annual Meeting Program Book; she is the production manager for our weekly e-newsletter, *The ANE Today*; and she helps maintain an up-to-date presence for ASOR on various social media outlets (Twitter, Facebook). She is known in the ASOR office as the colleague who can fix those otherwise intractable problems that just need solving.

As an undergraduate, Rufo studied Middle and Near Eastern art, architecture, and religion. While she left the Near East behind during her graduate school training in archives management and American history, she appreciates that working at ASOR has brought her back into contact with Near Eastern studies every day.



Tab 4

The ASOR Mission Statement



ASOR Mission Statement

ASOR, founded in 1900, is an international organization whose mission is to initiate, encourage, and support research into, and public understanding of, the history and cultures of the Near East and wider Mediterranean, from the earliest times, by:

- Fostering original research, exploration, and archaeological fieldwork;
- Encouraging scholarship in the region's languages, texts, traditions, and histories;
- Disseminating research results and conclusions in a timely manner, through a robust publication program, annual meeting, and other venues;
- Adhering to the highest ethical standards of scholarship and public discourse;
- Upholding the highest academic standards in interdisciplinary research and teaching;
- Promoting educational opportunities for undergraduates and graduates in institutions of higher education around the world;
- Developing engaging programs of outreach for the general public;
- Supporting and participating in efforts to protect, preserve, and present to the public the historic and cultural heritage of the Near East and the wider Mediterranean and to raise awareness of its degradation.



asor

UNEARTHING THE PAST SINCE 1900

Tab 5

ASOR Facts and Figures



ASOR Fast Facts and Figures at a Glance

Name: American Schools of Oriental Research (ASOR).

Mission: ASOR is an international organization whose mission is to initiate, encourage, and support research into, and public understanding of, the history and cultures of the Near East and wider Mediterranean, from the earliest times.

Founded: 1900.

Location: Boston, Massachusetts.

Individual Members: 1800 in approximately 40 countries (as of March 31, 2017).

Institutional members: 74 in 3 countries (as of March 31, 2017).

Affiliated Overseas Research Institutes, Committees, and Initiatives: American Center of Oriental Research (ACOR), in Amman, Jordan, W. F. Albright Institute of Archaeological Research (AIAR), in Jerusalem, Cyprus American Archaeological Research Institute (CAARI) (Nicosia, Cyprus), Baghdad Committee, Damascus Committee, Saudi Arabia Committee, and various Cultural Heritage Initiatives (CHI).

Journals: *Bulletin of the American Schools of Oriental Research (BASOR)* (bi-annually), *Journal of Cuneiform Studies (JCS)* (annually), and *Near Eastern Archaeology (NEA)* (quarterly).

Book Series: ASOR Annual (AASOR) (annually), Archaeological Reports Series (ASOR-ARS), and JCS Supplemental Series (JCSSS).

E-newsletters: *News@ASOR* (bi-monthly) and *The Ancient Near East Today* (weekly).

Annual Meeting: The Wednesday through Saturday of the week preceding the U.S. Thanksgiving holiday in November. Held in a different North American city each year, the Annual Meeting averages approximately 1000 participants who attend presentations of approximately 500 scholarly papers and other events.

Professional Personnel: ASOR has 12 full-time staff members (including ASOR CHI staff) and 12 part-time employees (including ASOR CHI staff).

Board of Trustees: Composed of 35 Trustees and 6 Honorary Trustees. The Board meets twice a year (in the spring and on the Sunday following the Annual Meeting).

President: Dr. Susan Ackerman, Dartmouth College.

Executive Director: Dr. Andrew G. Vaughn.



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UNEARTHING THE PAST SINCE 1900

Tab 6

A Brief History of ASOR and ASOR Today



A Brief History of ASOR

In 1900, twenty-one universities, colleges, and theological schools in the United States – inspired by the recommendations and support of the Society of Biblical Literature, the American Oriental Society, and the Archaeological Institute of America – came together to charter the American School of Oriental Study and Research in Palestine. The founders’ goal was to establish an institution based in the Middle East where North American scholars might experience first-hand the archaeological heritage and historical context of the ancient Near Eastern world.

At first, this American School’s Middle Eastern presence was modest: a large room in a Jerusalem hotel. But the School’s first director, Charles C. Torrey, moved quickly to expand its influence and reach: by beginning to build a library, fostering relationships with other research institutes in Jerusalem (most notably, the École Biblique), and launching an archaeological excavation in 1901, at Sidon. In 1901-02, the School also awarded its first study fellowship.

Within five years, the School had moved to more substantial quarters, and by 1909, excavations were underway at Samaria with George Reisner, a pioneer in excavation and recording techniques, at the helm. In 1910, the School’s Managing Committee declared its first ten years a success, as twenty-eight regular and six special students had already been enrolled. The Managing Committee did vote, though, to change the School’s title to something slightly less cumbersome: The American School of Oriental Research in Jerusalem.

Although the outbreak of World War I meant the Jerusalem School was forced to close, it reopened shortly after the war’s end, in 1919, with many new initiatives underway, including the publication of the first issue of the *Bulletin of the American School of Oriental*

Research in Jerusalem in 1919 and the publication of the first volume of the *Annual of the American School of Oriental Research in Jerusalem* in 1920. Moreover, a generous gift from the Rev. Dr. James B. Nies and his wife Jane Dows Nies provided funding to build the Jerusalem School a permanent home, which was completed in 1925 (and which the School – now known as the W. F. Albright Institute of Archaeological Research – still occupies today).

Also in the years after World War I, ASOR legally incorporated in the United States as the American Schools of Oriental Research, the change from “School” to “Schools” implying the hope of the new corporation’s trustees that the Jerusalem School would soon be joined by research institutes in other Middle Eastern locations. And, indeed, the American School of Mesopotamian Archaeology opened in Baghdad in 1923.

ASOR continued to thrive throughout the 1920s and 1930s, partnering in Iraq to conduct excavations at Nuzi and in the Levant to support fieldwork at several sites (for example, Tel Beit Mirsim and Jerash, as well as Nelson Glueck’s surveys of Jordan). In 1938, G. Ernest Wright launched *The Biblical Archaeologist* – today, *Near Eastern Archaeology*. After a hiatus due to World War II, there were many more noteworthy accomplishments: the Baghdad School founded the *Journal of Cuneiform Studies* in 1947, and in 1948, the first Dead Sea Scrolls were discovered and brought to the Jerusalem School, where they were photographed and then published by ASOR in 1950.

During the 1950s, ASOR also helped sponsor digs throughout the Middle East, including Kathleen Kenyon’s dig at Jericho and the excavations of Nippur; by 1958, ASOR scholars were also involved in the long-term dig at Sardis. Then, in 1968, another research institute, the American Center of Oriental Research (ACOR) was founded in Amman, Jordan, even as the political situation in Iraq required the Baghdad School to close in 1969. A third center, the Cyprus American Archaeological Research Institute (CAARI), was founded in 1978. Today, ACOR, CAARI, and the Albright in Jerusalem are all independently incorporated, even as ASOR maintains a close affiliation with them.

ASOR Today

ASOR today continues to build on its storied past. The *Bulletin of the American School of Oriental Research* – *BASOR* – is still our flagship journal, although it has expanded significantly from its original four-page edition in 1919 to a hefty 500+ pages per year. *The Biblical Archaeologist* – today, *Near Eastern Archaeology* – likewise has grown substantially from the thirty-two pages that constituted the four issues of Volume 1 in 1938 and now features some 64 to 96 pages in each quarterly issues.

The *Journal of Cuneiform Studies* and the original AASOR monograph series also continue to thrive, both having published approximately seventy volumes. Our more recent monograph series – the Archaeological Reports Series, founded in 1991, and the JCS Supplement Series, founded in 2008 – have in addition established themselves as distinguished publication venues.

ASOR has furthermore continued to promote relationships with the same community of colleges, universities, and theological schools that came together to charter our organization in 1900. Indeed, many of the 74 colleges, universities, and theological schools that are institutional members of today's ASOR were among our founding cohort (Boston University, Brown, Bryn Mawr, Cornell, Harvard, Hebrew Union College, Johns Hopkins, New York University, University of Pennsylvania, Princeton Theological Seminary, Trinity College, and Yale).

In addition, we maintain our geographical roots in the Middle East through our close ties with our affiliated Overseas Research Centers, ACOR, CAARI, and the Albright, and through our renewed commitment, beginning in 2007, to sponsor a robust fellowship program, dedicated – as ASOR was in its earliest days – to sending students and also more established scholars to the Middle East and, increasingly, locations in the wider Mediterranean in order to conduct research and produce new knowledge that enhances our understanding of the region's rich history and cultural heritage.

ASOR, moreover, has increasingly assumed an identity typical of an academic learned society. Like many academic learned societies, for example, ASOR now includes among its membership individual members, in addition to the institutional partners that have been a part of the ASOR consortium since our inception. Today, approximately 1800 individuals belong to ASOR.

Also like many learned societies, ASOR now holds an Annual Meeting, where ASOR members disseminate their research and digest the research of others. The beginnings of this Annual Meeting date to the early 1960s, when the Society of Biblical Literature (SBL), whose Annual Meeting had become the regular site of ASOR's Trustee meetings and other business meetings in the 1950s, began to include in its academic program a single afternoon session for ASOR's archaeologists to present "dig reports."

During the 1960s and 1970s, the number of sessions dedicated to archaeological fieldwork rapidly grew, and by the late 1970s, these sessions were being coordinated on behalf of ASOR by its Program Committee. This arrangement continued until the 1990s, when the venture of conducting a joint meeting of ASOR and SBL (and also the American Academy of Religion) dissolved. ASOR began hosting its own Annual Meeting in 1997, as it still does today – and with great success, as the number of attendees and the number of ASOR

members submitting proposals to present papers and posters at the Annual Meeting increases almost every year.

ASOR's position as a learned society was solidified in 1998, when ASOR became a member of the American Council of Learned Societies, the preeminent federation in the United States of scholarly organizations whose research is focused in the humanities and related social sciences. Still, there are significant aspects of ASOR's work that extend its mission beyond the reach of a typical learned society. For example, our fellowship program that aims to introduce undergraduate and graduate students to archaeological research by sending them to the Middle East to participate in archaeological fieldwork and field schools. More recently – spurred especially by the rampant destruction and degradation of cultural heritage sites and artifacts in the Middle East – ASOR has engaged extensively in efforts to protect and preserve cultural heritage in Syria, northern Iraq, and other war-torn regions of the Middle East.

A thorough commitment to outreach beyond the academy is also a crucial initiative through which ASOR seeks to extend its mission. For example, the Friends of ASOR initiative, founded in 2013, is a program for individuals – currently about 14,300 people – who share ASOR members' interest in the archaeology and history of the Near East and wider Mediterranean but are not ASOR members. The associated e-newsletter *The ANE Today*, which debuted in April 2013, disseminates ideas, insights, and discoveries about the ancient Near East and wider Mediterranean to our Friends of ASOR. Enhancing our digital presence in other ways – the 2017 redesign of the ASOR logo and website, the ASOR Facebook page, the ASOR Twitter account, the ASOR LinkedIn page, ASORTv, and ASOR's biweekly e-magazine *News@ASOR* – is also an important part of our current outreach efforts.

* * *

ASOR began as an organization made up of institutions and individuals deeply interested in and committed to studying the archaeology and history of the cultures of the Near East. Today, although we have grown in scope and in scale in a way our founders could have never imagined, we remain true to our historic mission: to initiate, encourage, and support research into, and public understanding of, the history and cultures of the Near East and wider Mediterranean world, from the earliest times. We bring to that work, moreover, an unparalleled record of success – an eloquent testimony to our enduring commitment to explore, present, and preserve the history and heritage of the Middle East's storied past, in order to enhance its understanding by ASOR's members, friends, allies, and our community at large both today and for many years to come.



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Tab 7

**The ASOR Board:
Officers, Trustees, and Their Duties and Responsibilities**



Officers, Trustees, and Their Duties and Responsibilities

I. Officers

ASOR officers, all of whom are elected by the Board of Trustees, include a Board Chair, President, Past President, Vice-President, Secretary, Treasurer, and such other officers as may be elected pursuant to the Bylaws, such as a Vice-Chair, Assistant Secretary, or Assistant Treasurer. Each officer's term is three years and begins on January 1 of the year following election. The President, Past President, and Vice-President, however, may not serve for more than two consecutive three-year terms.

A. Chair of the Board

The Chair of the Board presides over all meetings of the Board of Trustees and of the Executive Committee of the Board. The Board Chair also performs such other duties related to the supervision and control of the business and affairs of ASOR as the Board may from time to time request, such as supervising capital projects, raising funds, and other special projects.

B. President

As the CEO of ASOR, the President works with the Executive Director to develop programs and generally supervises the Executive Director, subject to the control and approval of the Board. The President is answerable to the Board and the Executive Committee for his or her actions. The President, in consultation with the other officers, formally appoints all members of standing committees, except for the Executive, Finance, Development, Officers Nominations, Personnel, and Trustee Nominations Committees. In general, the President performs all duties incident to the office of President, as enumerated in the Bylaws, and such other duties assigned by the Board from time to time.

C. Past President

The Past President provides ongoing continuity of governance via counsel to the President, Executive Director, and Board. The Past President also performs such other duties assigned by the Board from time to time.

D. Vice-President

The Vice-President's primary responsibility is to chair the Chairs Coordinating Council (CCC). The Vice-President also performs such other duties assigned by the Board, Executive Committee, President, or Board Chair from time to time.

E. Treasurer

The Treasurer (i) chairs the Finance Committee, (ii) works with the Executive Director to oversee and readjust (when necessary) the annual budget, subject to the Board's approval, (iii) maintains the custody and safe-keeping of ASOR's cash and securities, (iv) invests ASOR funds, subject to the direction and approval of the Board and Finance Committee, (v) makes disbursements under the direction of the Board, and (vi) oversees ASOR's books and accounts, rendering financial statements no less frequently than annually upon request of the membership, Board, or Executive Committee.

F. Secretary

The Secretary records and maintains the minutes of all ASOR formal meetings, including the Members Meeting at the Annual Meeting, Executive Committee meetings, and Board meetings, in both electronic and hard copy form. The Secretary ensures all notices are given in accordance with the Bylaws or as required by law, serves as the custodian of ASOR's records and its seal, and generally perform all duties incident to the office of Secretary and such other duties assigned by the President or the Board from time to time.

II. Board of Trustees

A. Composition of the Board

The Board of Trustees is the ASOR governing body. The Board sets policy; the Executive Director and staff are responsible for implementing the policy. The Board meets twice a year (in the spring and on the Sunday following the Annual Meeting). It is composed of Trustees from the following seven categories:

1. Institutional Trustees (6)

ASOR institutional members include any dues-paying university, college, seminary, museum, or other institution. Each year prior to the Annual Meeting, institutional members elect two institutional member representatives to serve as Trustees for three-year terms (*i.e.*, there are six Institutional Trustees on the Board at any given time).

2. Individual Trustees (6)

ASOR individual members include Sustaining, Regular, Retired, Undergraduate, Graduate, Early Career, Contributing, and Associate members. Each year prior to the Annual Meeting, individual members elect two individual member representatives from among the Sustaining, Regular, Retired, Graduate, Early Career, and Contributing membership categories to serve as Trustees for three-year terms (*i.e.*, there are six Individual Trustees on the Board at any given time).

3. Board Trustees (12)

The Board may elect up to twelve Trustees, each of whom serves for a three-year term. Board Trustees are divided into three classes, according to the dates on which their terms expire.

4. Overseas Institute Trustees (3)

The overseas institutes include the W. F. Albright Institute of Archaeological Research in Jerusalem (AIAR), the American Center of Oriental Research in Amman, Jordan (ACOR), and the Cyprus American Archaeological Research Institute in Nicosia, Cyprus (CAARI). Each overseas institute appoints a single representative to serve as a Trustee for a three-year term.

5. Honorary Trustees (number fluctuates)

The Board may from time to time elect one or more persons who formerly served as a Trustee and whose term has expired to serve as an Honorary Trustee for the period of his or her life. Election as an Honorary Trustee is in recognition of distinguished service to ASOR. There is no minimum or maximum number of Honorary Trustees. Honorary Trustees are non-voting Board members.

6. Life Trustees (number fluctuates)

The Board may from time to time elect one or more persons who formerly served as a Trustee and whose term has expired to serve as a Life Trustee for the period of his or her life. Election as a Life Trustee is in recognition of distinguished service to ASOR. There is no minimum or maximum number of Life Trustees. Life Trustees are full voting Board members.

7. Officers (7)

The Board Chair, President, Past President, Vice-President, Secretary, and Treasurer are *ex officio* voting Trustees during their terms of office. The Executive Director is a non-voting Trustee.

B. Trustees' Duties and Responsibilities

A trustee is a person who holds and administers property for the benefit of a third party. Trustees of charitable organizations—such as ASOR—have certain fiduciary duties and responsibilities to ensure the organization's mission is honored and its resources are used wisely in support of its purpose.

ASOR Trustees' responsibilities center on paying attention, being good stewards, and acting in the best interests of the organization. They are guardians of the trust, serving on behalf of the community, regardless of personal interests. Trustees bring new ideas to the table, provide oversight and guidance on mission and objectives, and help ASOR remain relevant and healthy.

That said, ASOR Trustees' specific responsibilities fall under the following four organizational duties: duty of care, duty of compliance, duty of loyalty, and duty to maintain accounts.

1. Duty of Care

The duty of care requires Trustees to carry out their responsibilities in good faith, using the degree of diligence, care, and skill that ordinarily prudent persons would exercise under similar circumstances in like positions. Trustees, therefore, must act in a manner they reasonably believe to be in the best interests of ASOR. Accordingly, ASOR Board members must, *inter alia*:

- Study the ASOR website to gain a thorough understanding of the organization and its mission, operations, bylaws, policies, programs, and governance.
- Ensure ASOR's mission and strategic plan are carried out efficiently, effectively, and in a sound ethical and business manner. The two most important questions each Trustee should ask are: "What is our mission?" and "Does this action serve ASOR's constituency?"
- Serve on committees or task forces and be willing to take on and complete special assignments in a timely manner.
- Prepare for Board meetings and committee meetings by reviewing reports, minutes, agendas, and other distributed materials.
- Attend and actively participate in all Board meetings, committee meetings, and special events.

- Ask questions and obtain the information necessary to make informed decisions.
- Exercise independent judgment and vote in the best interests of the organization.
- Conduct oneself in an appropriate and professional manner.
- Provide oversight and support for the Executive Director and ASOR staff.
- Refrain from interfering with ASOR management by contacting ASOR staff directly without the knowledge and permission of the Executive Director or President.
- Identify and suggest qualified prospective Trustees to the Board.
- Inform others about ASOR; serve as a passionate advocate and vigorous spokesperson for ASOR and its mission and programs in the community and among peers.
- Keep Board matters confidential and not discuss them with non-Board members.

2. Duty of Loyalty

The duty of loyalty requires Trustees to act in the best interests of ASOR and its mission. ASOR Trustees must not act out of expedience, avarice, self-interest, or in the interests of another person or organization. Accordingly, ASOR Board members must, *inter alia*:

- Refrain from engaging in any activities that compete with ASOR's interests, result in any personal advantages, or damage ASOR and its reputation.
- Avoid diverting opportunities available to ASOR for personal gain.
- Avoid any appearance of impropriety.

3. Duty of Compliance

The duty of compliance requires Board members to be faithful to ASOR's mission and purpose. Trustees also must adhere to ASOR's governing documents and all applicable laws and regulations. Accordingly, ASOR Board members must, *inter alia*:

- Abide by the ASOR Articles of Incorporation, Bylaws, Policies, including the Conflict of Interest Policy, and procedures (both formal and informal).

- Ensure ASOR complies with all applicable local, state, and federal laws and regulations governing its charitable purposes, fundraising, and operations.

4. Duty to Manage Accounts

Trustees also are responsible for ASOR’s financial stability, accountability, and transparency. They must be responsible stewards of ASOR’s funds. Donors and the public expect Trustees to be fiscally responsible. Donors and the public can lose faith in ASOR when there is even a hint of fiscal impropriety. Accordingly, ASOR Board members must, *inter alia*:

- Review and abide by ASOR’s policies for operating the organization in a fiscally responsible manner that protects ASOR’s business interests and operations.
- Review and approve annual budgets, providing clear direction for organizational spending.
- Ensure the maintenance of accurate records of all income, expenses, and financial transactions.
- Ensure the maintenance of appropriate internal accounting systems, including checks and balances, so the Executive Director or a single staff member does not have total control over ASOR’s finances.
- Ensure the prudent investment and reinvestment of financial assets.
- Ensure the prudent use of all assets, including facilities, people, and good will to advance ASOR’s effectiveness and sustainability.
- Ensure Board and committee meeting minutes accurately reflect informed discussions prior to approving expenditures and investments.
- Develop appropriate fundraising goals, policies, and programs.
- Participate in fundraising, including identifying prospective new members and donors, and “opening doors” to other possible donors.
- Generously support ASOR financially in proportion to one’s capacity to give in a manner consistent with ASOR’s Policies and the ASOR Trustee Pledge.

The ASOR Board of Trustees is a working board. ASOR Trustees listen, analyze, think clearly and creatively, and work well with other Trustees—both individually and in a group. ASOR Trustees are men and women of integrity, sensitive to, and tolerant of, differing viewpoints,

friendly, responsive, patient, and have a sense of humor. Above all, ASOR Trustees have a deep concern for ASOR and its continued success.



Tab 8

ASOR Board Committees



The Executive Committee and Other Standing Committees of the Board of Trustees

While the Board of Trustees undertakes many discussions and acts on many items of business as a whole, it also has an Executive Committee and six other standing committees that advise the Board on particular items of Board business. The membership of the Executive Committee and the six standing committees is comprised, either wholly or primarily, of Trustees.

● **The Executive Committee.** The Executive Committee is empowered (with certain exceptions) to exercise the authority of the Board between its regular meetings. The Executive Committee is chaired by the Board Chair. Other committee members include the President, Past President, Vice-President, Treasurer, Secretary, and two or three other Trustees appointed by the Board Chair.

The other six standing committees of the ASOR Board (listed in alphabetical order) are

● **The Committee on the ASOR Policy on Professional Conduct.** The Committee on the ASOR Policy on Professional Conduct (i) annually reviews the policy, and (ii) brings forward for discussion to the Board any action within ASOR that may contravene the guidelines contained in the Policy. Since the Policy was enacted, the committee has also been asked to deliberate about the interpretation of certain of its provisions and make recommendations to the Board regarding emendations or addenda to clarify the Policy's wording and/or the manner in which it is implemented.

Three Trustees serve on this committee.

●**Development Committee.** The Development Committee is responsible for making recommendations to the Executive Committee and to the Board regarding the development of financial resources.

The Chair of the Development Committee is a Trustee appointed by the Board Chair acting in consultation with the Treasurer and the President. At least five additional Trustees serve on the Development Committee. Others with special connections and relationships – e.g., former Trustees – are also sometimes asked to serve. The President serves as an *ex officio* voting member and the Executive Director serves as an *ex officio* non-voting member of the committee.

●**Finance Committee.** The Finance Committee (i) advises the Executive Committee on matters related to the financial management of ASOR, (ii) supervises the bidding process for the annual audit, (iii) supervises the investment of ASOR’s funds, (iv) oversees the preparation of the annual budget, and (v) monitors compliance with the final budget approved by the Trustees to assure that expenditures do not exceed budgeted amounts.

The ASOR Treasurer chairs the Finance Committee. The Board Chair, acting in consultation with the Treasurer, appoints three to five additional Trustees to serve as at-large members of the committee. The Chair of the Program Committee and the Chair of Publications also serve on the committee. The President serves as an *ex officio* voting member and the Executive Director serves as an *ex officio* non-voting member of the committee.

●**Officers Nominations Committee.** The Officers Nominations Committee nominates new officers as the terms of incumbent officers expire. The Board Chair appoints a Trustee to chair the committee and up to five additional Trustees to serve on the committee.

●**Personnel Committee.** The Personnel Committee (i) conducts an annual review of the Executive Director and makes recommendations to the Executive Committee pertaining to the Executive Director’s employment, (ii) provides direct oversight of staff hiring, annual performance assessments, and terminations of employment, (iii) advises the Executive Director on personnel matters, and (iv) serves as an independent, confidential arbiter of staff grievances.

The President chairs the Personnel Committee. Other committee members include the Vice-President, Treasurer, and up to two additional Executive Committee members appointed by the Board Chair.

●**Trustee Nominations Committee.** The Trustee Nominations Committee develops and presents to the membership a slate of candidates for the annual trustee election. The

slate typically consists of candidates for four positions: two Individual Trustees (candidates who are regular, retired, sustaining, undergraduate, graduate, or early career members of ASOR) and two Institutional Trustees (candidates representing ASOR institutional members).

A Board Chair-appointed Trustee serves as the Chair of the Trustee Nominations Committee. The Board Chair also appoints two additional Trustees to serve on the committee.



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Tab 9

ASOR Standing Committees



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ASOR Standing Committees

In addition to the Executive Committee and other Standing Committees of the Board (see above), ASOR has six standing committees that oversee programs and initiatives that are identified in the ASOR Mission Statement and the ASOR 2016-2020 Strategic Plan as central to ASOR's work.

Each of these six committees is headed by a chair or, in certain cases, co-chairs, and each has between four to sixteen additional members (the number varies because each committee determines the number of members necessary to do its work). Any ASOR Regular, Retired, Sustaining, Graduate, or Early Career Member is eligible to serve as a committee chair, co-chair, or committee member. Both chairs and committee members serve for an initial three-year term, and both chairs and committee members can be renewed for a second three-year term. The ASOR President serves as an *ex officio* voting member of all six of these standing committees. The ASOR Executive Director likewise serves *ex officio* on all six committees, but is non-voting.

The six committees' chairs and co-chairs also meet jointly as part of a seventh standing committee, the Chairs Coordinating Council (CCC). The Chairs Coordinating Council in addition includes the ASOR President, the ASOR Executive Director (non-voting), and the directors of the ASOR-affiliated Overseas Research Centers: the American Center of Oriental Research (ACOR), the Cyprus American Archaeological Research Institute (CAARI), and the W. F. Albright Institute for Archaeological Research (AIAR).

The CCC is chaired by the ASOR Vice-President, who at every meeting of the ASOR Board of Trustees reports to the Board about the work of the CCC's six constituent committees, based on the reports the committee chairs regularly present to the CCC. The ASOR Board of Trustees also has the responsibility for appointing the chairs of the CCC's six constituent

committees, based on recommendations from the Chairs Nominations Committee (a subcommittee of the CCC). The Board in addition appoints each committee's members, based on recommendations from the committees themselves.

All committees meet yearly at the ASOR Annual Meeting and conduct business as necessary by e-mail and conference calls throughout the year.

The Standing Committees (listed in alphabetical order) are

●**Chairs Coordinating Council.** The Chairs Coordinating Council takes responsibility for

- (a) Monitoring the activities of ASOR's six other standing committees, by receiving monthly reports about the committees' discussions and business.
- (b) Discussing and coordinating programs and policies that cut across the purview of two or more of the CCC's constituent committees (e.g., policies regarding ethical issues or professional standards) and also adjudicating, if need be, between competing claims regarding jurisdiction or resource allocation among the CCC's constituent committees.
- (c) Annually receiving, from the Programs Committee, recommendations regarding the plenary speaker for the ASOR Annual Meeting and then recommending to the ASOR President the name of an individual to invite.
- (d) Transmitting, through its chair (the ASOR Vice-President) reports regarding the work of the CCC, and its constituent committees, to the Board of Trustees, at the Board's biannual meetings.

●**Committee on Archaeological Research and Policy** (commonly referred to in ASOR parlance as "CAP," as in a feather in one's "cap"). The Committee on Archaeological Research and Policy takes responsibility for

- (a) Designating archaeological fieldwork projects and archaeological publication projects as "CAP-affiliated," thereby indicating that these projects have agreed to conform to the ASOR Policy on Professional Conduct and the Statement of General Standards for Projects Affiliated with ASOR. CAP-affiliated projects are eligible to apply for ASOR grants that support excavation projects (Harris Grants; Joe D. Seger Excavation Grants). Some ASOR fellowships that support students' participation in archaeological fieldwork are also available only for work at CAP-affiliated excavations.

- (b) Through a subcommittee within CAP, awarding ASOR excavation grants and student fieldwork fellowships, unless otherwise specified in donor agreements.
- (c) Discussing and debating matters of archaeological research and policy, especially with the goal of developing guidelines and resources for ASOR members and others regarding the highest scholarly and ethical standards for archaeological fieldwork and publications.

●**Committee on Membership and Outreach.** The Committee on Membership and Outreach takes responsibility for

- (a) Discussing matters regarding ASOR institutional and individual memberships, including (but not limited to) strategies for membership growth, appropriate membership benefits, the most fitting way to categorize individual memberships (student, recent graduate, etc.), greater enfranchisement of ASOR's international members, and resources that members might like ASOR to provide.
- (b) Overseeing ASOR's outreach efforts. These include, preeminently, the Friends of ASOR program (a program for individuals who share ASOR members' interest in the archaeology and history of the Near East and wider Mediterranean but who are not themselves members).
- (c) Advising ASOR's social media staff specialist and the ASOR staff generally about the presentation and content of several of ASOR's digital platforms, including the ASOR Facebook page, the ASOR Twitter account, the ASOR LinkedIn page, ASORTv, and ASOR's biweekly e-magazine *News@ASOR*.

●**Honors and Awards Committee.** The Honors and Awards Committee takes responsibility for

- (a) Determining the awardees for the three book awards, the field archaeology award, the "best poster" award, and the multiple membership service awards that ASOR gives annually.
- (b) Conducting the awards ceremony during the Members' Meeting at the ASOR Annual Meeting.
- (c) Discussing and advising the ASOR Board of Trustees about ASOR's awards, including recommending to the Board the creation of new awards as deemed appropriate.

●**Junior Scholars Committee.** The Junior Scholars Committee takes responsibility for

- (a) Championing the views and needs of ASOR’s junior scholars, a group defined as including all ASOR members who qualify for the Undergraduate, Graduate, and Early Career membership rates.
- (b) Hosting a luncheon and other programming as deemed appropriate for Junior Scholars at the ASOR Annual Meeting.
- (c) Working with the ASOR staff, ASOR leadership, and the ASOR Board of Trustees to further the goal articulated in the ASOR 2016-2020 Strategic Plan, to develop strategies to foster the next generation of scholars of the Near East and wider Mediterranean and promote their success.

●**Programs Committee** (commonly referred to in ASOR parlance as the “PC”). The Programs Committee takes responsibility for

- (a) Overseeing the academic program of the ASOR Annual Meeting, by determining the topics for the sessions to be held at the Annual Meeting; by appointing , as necessary, chairs for these sessions; by monitoring the work of the chairs as they solicit and vet paper proposals and by offering assistance as appropriate; by determining the proper administration of the “Posters on Parade” session; and by developing the Annual Meeting academic schedule.
- (b) Developing guidelines regarding the conducting of the academic program of the ASOR Annual Meeting: e.g., the Annual Meeting appearance policy.
- (c) Overseeing the communications associated with the ASOR Annual Meeting: e.g., requests to session chairs for program copy, abstract copy, special media requests, as well as the production of the academic sections of the Annual Meeting Program Book.
- (d) Annually recommending potential plenary speakers for the ASOR Annual Meeting to the Chairs Coordinating Council.

●**Publications Committee** (more commonly referred to in ASOR parlance as the Committee on Publications and abbreviated “COP,” as in a “cop” on the street). The Publications Committee takes responsibility for

- (a) Overseeing ASOR publications, including ASOR’s three scholarly journals -- the *Bulletin of ASOR*, *Near Eastern Archaeology*, and the *Journal of Cuneiform Studies*, ASOR’s three monograph series -- the Annual of ASOR (AASOR), the ASOR

Archaeological Reports Series (ASOR - ARS), and the Journal of Cuneiform Studies Supplement Series (JCCSS), and ASOR's digital database, the Levantine Ceramics Project, as well as offering advice about ASOR's Friends of ASOR newsletter, *The ANE Today*.

- (b) Conducting searches for and recommending to the ASOR Board of Trustees individuals to serve as editors or in some cases co-editors of ASOR's scholarly journals and monograph series. Typically, editors serve for three-year terms and can be renewed for a second term.
- (c) Discussing and advising ASOR regarding new publication initiatives, especially digital publishing initiatives and making ASOR publications available through open access.



Tab 10

Other ASOR Committees



Other ASOR Committees

In addition to the Chairs Coordinating Council and the six standing committees associated with it, ASOR has several other programmatic committees whose work supports the ASOR's Mission Statement and the 2016-2020 Strategic Plan. Three of these committees are sponsored by ASOR but are otherwise self-governing (meaning they determine their own chair, membership, and governing procedures). Other committees have been formed by the ASOR President as necessary.

Committees Formed by the ASOR President

(in alphabetical order)

●Administrative Oversight Committee

The Administrative Oversight Committee is comprised of the ASOR President, the ASOR Executive Director, and the Board Chairs, Presidents, and Executive Directors of the three ASOR-affiliated Overseas Research Centers: the American Center of Oriental Research (ACOR), the Cyprus American Archaeological Research Institute (CAARI), and the W. F. Albright Institute for Archaeological Research (AIAR).

The Administrative Oversight Committee has no set charge and no set agenda, but meets yearly, at the ASOR Annual Meeting, to discuss any items that any of its members may wish to bring forward regarding the association of ASOR and the affiliated research centers and ways to maximize the efficacy and benefits of our relationships.

●Cultural Heritage Committee

The Cultural Heritage Committee was formed in 2014, as a committee advisory to the ASOR President and more generally to the ASOR leadership. It currently has five members in addition to its chair.

The committee's charge is to advise the ASOR President, and ASOR's leadership more generally, regarding ways ASOR might intervene to help protect and preserve the cultural heritage of the Near East, by, for example, signing onto statements or joining in actions initiated by others that work to safeguard cultural heritage; by interacting with bodies such as the AIA Cultural Heritage Policy Committee and the SAA International Government Affairs Committee in formulating proposed policy positions or responses to various cultural heritage issues that the ASOR, the AIA, the SAA, and the AAA may jointly wish to champion; and by suggesting to the ASOR President, and ASOR's leadership more generally, cultural heritage initiatives that ASOR might want to launch.

●The Initiative on the Status of Women

The Initiative on the Status of Women, as its name implies, discusses and monitors the status of women within ASOR and also sponsors a yearly luncheon for ASOR's women members, at the ASOR Annual Meeting.

Other of the Initiative's projects include a Women of ASOR map, a study of women's representation in ASOR over the course of the organization's history (in leadership positions; as authors of ASOR publications; as an object of scholarly study at the ASOR Annual Meeting); and a study of safety issues of concern to women (and men) doing archaeological fieldwork, especially issues of sexual harassment and sexual assault.

Committees Sponsored by ASOR

(in alphabetical order)

●Baghdad Committee

The **Baghdad Committee** (whose formal name is the **Committee on Mesopotamian Civilization**) oversees the production of the *Journal of Cuneiform Studies* (JCS) and administers ASOR's annual Mesopotamian Fellowship, which supports fieldwork and other research on ancient Mesopotamian civilization. The **Baghdad Committee** has also published a newsletter on archaeological and other research in Iraq and has coordinated field projects throughout Iraq. From 1923-1969,

the committee had supervisory responsibilities for ASOR's School in Baghdad (originally the American School of Mesopotamian Archaeology).

●**Damascus Committee**

The Damascus Committee represents the interests of ASOR members whose research is centered in Syria. It also represented ASOR's interest, in the 1960s and 1970s, in establishing a research institute in Damascus.

●**Saudi Arabia Committee**

The Saudi Arabia Committee represents the interests of ASOR members whose research is centered in Saudi Arabia. ASOR first sponsored an expedition to Saudi Arabia, jointly with the Saudi Department of Antiquities, in 196



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Tab 11

ASOR Bylaws



ASOR Bylaws

ARTICLE I: OFFICES

Section 1. The American Schools of Oriental Research (ASOR) shall be constituted as a corporation. Its principal office shall be at such location in the continental United States as the Board of Trustees may determine. The Corporation may have such other offices, either within or without the District of Columbia, as the Board of Trustees may determine or as the affairs of the Corporation may require from time to time.

Section 2. The Corporation shall have and continuously maintain in the District of Columbia a registered office and a registered agent whose office is identical with such registered office, as required by the District of Columbia Non-Profit Corporation Act. The identity of such registered agent and the address of such registered office may be changed from time to time by the Board of Trustees.

Article II: MEMBERS

Section I. The American Schools of Oriental Research shall have seven (7) types of members described as follows:

A. Founding Members. Founding members are the Archaeological Institute of America (AIA), the Society of Biblical Literature (SBL), and the American Oriental Society (AOS). Representatives from these societies *may* receive Member privileges as designated from time to time by the Board of Trustees.

B. Institutional Members. Institutional members include any university, college, seminary, museum, or other institution paying dues annually as established by the Board of

Trustees. Institutional members shall be represented in the Corporation by one individual appointed by each institution. Representatives receive Member privileges as designated from time to time by the Board of Trustees. By electronic ballot each year prior to the ASOR Annual Meeting, Institutional Members vote to elect two (2) Institutional Member representatives to serve for three-year terms on the Board of Trustees (a total of six (6) seats).

C. Overseas Centers. Overseas centers are the Albright Institute of Archaeological Research in Jerusalem (AIAR), the American Center of Oriental Research in Amman, Jordan (ACOR), and the Cyprus American Archaeological Research Institute in Nicosia, Cyprus (CAARI). The Overseas Centers shall be represented in the Corporation by two individuals appointed by each center to serve as institutional representatives, and on the ASOR Board by one individual so appointed. Representatives may receive Member privileges as designated from time to time by the Board of Trustee.

D. Individual Professional Members. Individual professional members are those persons who pay dues annually as established by the Board of Trustees. Individual Professional members vote as members in the Corporation. Representatives receive Member privileges as designated from time to time by the Board of Trustees. By electronic ballot each year prior to the ASOR Annual Meeting, Individual Professional Members vote to elect two (2) Individual Professional Member Representatives to serve for three-year terms on the Board of Trustees (a total of six (6) seats).

E. Individual Contributing Members. Individual contributing members are those persons who contribute annually a designated minimum of funds as established by the Board of Trustees toward support of ASOR's work. Individual Contributing Members vote as members in the Corporation meeting or in member-wide ballots conducted electronically. Individual Contributing Members receive Member privileges as designated from time to time by the Board of Trustees.

F. Individual Non-Voting Members. Individual non-voting members are those persons who contribute annually an amount less than the designated minimum of funds established by the Board of Trustees. Individual Non-Voting members have no vote in the Corporation. Individual Non-Voting members receive Member privileges as designated from time to time by the Board of Trustees.

G. Honorary Members. The Corporation may from time to time, upon the recommendations of the majority of members present, elect any person or institution to be an Honorary Member of the Corporation in recognition of distinguished attainments or service to the Corporation, or to the cause of archaeological research and kindred fields. Honorary members vote as members of the Corporation meeting or in member-

wide ballots conducted electronically and receive Member privileges as designated from time to time by the Board of Trustees.

Section 2. The Corporation is the plenary body of ASOR and is composed of the various members listed above (Article II, Section 1, A-G). These shall meet annually at the time of the fall meeting of ASOR or at such time that the body itself may designate. They shall elect representatives to the Board of Trustees by electronic ballot as specified in Article III, Section 2. These meetings shall be chaired by the ASOR President.

Section 3. Special meetings of the members of the Corporation may be called at any time by either A) the Chair of the Board and the President or B) a majority of the Board of Trustees. Due and timely notice (ten [10] days in advance) of said meetings shall be given by the Secretary of the Corporation or by any other officer in the event the Secretary is unwilling or unable to do so. Notice of the special meeting shall include agenda item(s), and only items on that agenda may be discussed or acted upon.

Section 4. At all meetings of the Corporation, each representative identified above as a voting member shall have one (1) vote. Unless otherwise specifically provided, twenty percent (20%) of the Institutional Members and five percent (5%) of all Voting Members (Article II, Section 1) shall constitute a quorum for transacting any business. A majority vote of the members present shall be necessary for the adoption of any matter voted upon.

Section 5. The President, in consultation with the Executive Director, shall set the agenda for the Annual Meeting of the Corporation (Section 2) and the proposed agenda shall be presented for adoption or emendation at the start of the Annual Meeting of the Corporation.

ARTICLE III: BOARD OF TRUSTEES

Section 1. The affairs of the Corporation shall be managed by a governing board which is herein referred to as the “Board of Trustees,” and which shall have and may exercise all the powers of the Corporation. The word “Trustee” or “Trustees” refers to a member or members of the governing Board entitled to vote at meetings thereof.

Section 2. The Board of Trustees shall consist of six (6) Term Trustees elected by electronic ballot each year prior to the Annual Meeting by the Institutional members (Article II, Section 1, A-E); six (6) Term Trustees elected by electronic ballot each year prior to the ASOR Annual Meeting by all Voting Members (Article II, Section 1); up to twelve (12) Term Trustees elected by the Board of Trustees; and one Trustee each from the Overseas Centers: AIAR, ACOR, and CAARI. In addition to this number are the Chair, President, Past President, Vice President, Secretary and Treasurer who serve as ex-officio voting Trustees

during their terms of office. Any Life Trustees who may have been elected by the Board of Trustees are additional to those specified above. The adoption of these Bylaws shall not have the effect of shortening the term of any incumbent Trustee.

Section 3. These Trustees, upon appointment, shall take up their responsibilities at the beginning of the next calendar year on January 1, unless an earlier start date is specified by the Board. The term for all Trustees will be three (3) years, and Trustees may stand for re-election. Term Trustees shall be divided into three (3) classes according to the dates on which the terms of such Term Trustees expire. By electronic ballot each year prior to the Annual Meeting of the Corporation, four (4) Term Trustees (two from Individual [Professional and Contributing] members and two from Institutional members) shall be elected in due process on the presentation of a slate by the Nominations Committee. Separate electronic ballots will be used for the vote by Institutional members and for the vote by all voting members (Article II, Section 1). The Board of Trustees may from time to time elect one (1) or more persons who shall have formerly served as Trustees and whose terms shall have expired, to serve as a Life Trustee for the period of his or her life. Election as a Life Trustee shall be in recognition of distinguished service to the Corporation, and there shall be no minimum or maximum number of Life Trustees. Life Trustees are full voting members of the Board. The Board of Trustees may from time to time elect one (1) or more persons who shall have formerly served as Trustees and whose terms shall have expired, to serve as a Honorary Trustee for the period of his or her life. Election as an Honorary Trustee shall be in recognition of distinguished service to the Corporation, and there shall be no minimum or maximum number of Honorary Trustees. Honorary Trustees are non-voting members of the Board, and the number of Honorary Trustees shall not be included in the total number of Trustees required for a quorum.

Section 4. Any Trustee may resign by giving notice in writing to the Chair of the Board (or, in the absence of the Chair of the Board, to the President; or, in the absence of the Chair of the Board and President, to the Vice President(s), or to the Secretary. The Board of Trustees shall have the power to fill any vacancy in the Board of Trustees for the remainder of the unexpired term.

Section 5. During each fiscal year of the Corporation, the Board of Trustees shall hold at least one (1) regular meeting. The President, in consultation with the Executive Director, shall set the time and place of the meeting of the Board of Trustees, except as specified in Section 6 below.

Section 6. Special meetings of the Board of Trustees may be called by or at the request of any of the following: A) the Chair of the Board; B) the President; or C) a majority of all voting members of the Board of Trustees. The person or persons authorized to call special meetings of the Board may fix any place in the United States, either within or without the District of Columbia, as the place for holding any such meeting of the Board. Ten (10) days

written notice shall be given for all special Board meetings, and only those items included in said notice shall be discussed or acted upon at a special meeting.

Section 7. One-third ($1/3$) of the voting members of the Board of Trustees shall constitute a quorum for the transaction of business at any meeting of the Board. Except as otherwise set forth below, at any duly convened meeting of the Board of Trustees at which a quorum is present, the affirmative vote of a majority of the members of the Board present and voting on any question shall be necessary for the adoption of any matter voted upon by the Board, provided, however, that in all cases where a quorum, but less than one-half ($1/2$) of the Board shall be present at the beginning of the meeting, no action may be taken by the Board except by the affirmative vote of two-thirds ($2/3$) of the members of the Board present and voting on such matter. Trustees may not vote by proxy, but may vote upon a matter specified in the notice of a meeting by means of a written consent thereto or dissent there from delivered to the Secretary no less than twenty-four (24) hours before the time of meeting set forth in such notice, such written consent or dissent to be included for the purpose of determining the presence of a quorum for the consideration of such matter. Attendance by a Trustee at any meeting shall constitute a waiver of notice of such meeting unless such attendance is expressly for the sole purpose of objecting to the transaction of business because the meeting is not lawfully called or convened, or because the notice required by Article IX, Section 7, of these Bylaws was not given or was deficient.

Section 8. Whenever members of the Board of Trustees are required or permitted to take any action by vote, such action may be taken without a meeting, by written consent setting forth the action so taken, signed or sent via Email by three-fourths ($3/4$) of all the voting members of the Board of Trustees.

Section 9. The Board of Trustees shall appoint one member of the Corporation to serve as Chair of the Board for a term of three years (or for a shorter period, if appropriate). The Chair of the Board may or may not be selected from among the Trustees, as the Board of Trustees may determine.

Section 10. The Board of Trustees may appoint one (1) or more Trustees to serve as Vice Chair(s) of the Board for a term of three (3) years (or for a shorter period, if appropriate) to assist the Chair and to perform such duties as the Chair may designate or the Board may prescribe. If appointed, the Vice Chair(s) will be considered an officer(s) of the Corporation and voting member(s) of the Executive Committee. In the absence of the Chair, the Vice Chair (or, if there are more than one [1]), the Vice Chair so designated by the President) shall preside at meetings of the Board of Trustees and of the Executive Committee of the Board, and shall perform such other duties of the Chair as the Chair or the President or the Board may require.

Section 11. Secretary and Treasurer. The Board of Trustees shall elect a Secretary and a Treasurer with terms and responsibilities set forth in Article IV, Sections 9-10. The Board of Trustees may (at its discretion) elect an Assistant Treasurer or Assistant Secretary as set forth in Article IV, Section 1.

ARTICLE IV: OFFICERS

Section 1. The officers of the Corporation shall include a Board Chair, a President, a Past President, a Vice President, a Secretary, a Treasurer, and such other officers as may be elected in accordance with the provisions of this Article. The current officers of the Corporation and the dates upon which the current terms of such officers shall expire are set forth on Schedule D annexed hereto; the adoption of these Bylaws shall not have the effect of shortening the term of any incumbent officer of the Corporation. The Board of Trustees may elect such other officers, including an Assistant Secretary and an Assistant Treasurer, as it shall deem desirable, such officers to have the authority to perform the duties prescribed from time to time by the Board of Trustees.

Section 2. The term of office of each officer of the Corporation shall begin on January 1 of the year following his or her election (unless the Board shall designate an earlier start date), and shall extend for three (3) years. Except as provided in Article IX, no person serving as President, Past President, or Vice President of the Corporation may serve in such office for more than two (2) consecutive terms. As the terms of the incumbent officers of the Corporation expire, new Officers of the Corporation shall be proposed by the 'Officers Nominations Committee' (Article IV, Section 5), who shall put out a general call for candidates and vet those candidates, and shall be elected by the Board of Trustees at a regular meeting of the Board of Trustees. (Write-in candidates shall be permitted if thirty days notice is given to the Board.) If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as convenient. New offices may be created and filled at any meeting of the Board of Trustees. Each officer shall hold office until his or her successor shall have been duly elected and qualified.

Section 3. Any officer elected by the Board of Trustees may be removed only by a two-thirds (2/3) vote by paper ballot of the entire Board of Trustees whenever in its judgment the best interests of the Corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the officer so removed.

Section 4. A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by the Board of Trustees for the unexpired portion of the term.

Section 5. Chair of the Board.

The Chair of the Board shall preside at all meetings of the Board of Trustees and of the Executive Committee of the board. The Chair of the Board shall choose a committee of five (5) Trustees as a standing "Officers Nominations Committee" to recommend to the Board qualified candidates for election to the offices of President, Vice President(s), Secretary, and Treasurer, and Trustee. The Chair of the Board shall also perform such other services and duties related to the general supervision and control of the business and affairs of the Corporation not otherwise prescribed to the President in Article IV, Section 6, as the Board of Trustees may from time to time request or prescribe, such as the supervision of capital projects and raising of funds.

Section 6. The President

A. Functions of the President. As chief executive officer of the Corporation, the President shall work with the Executive Director to develop programs and shall generally supervise the Executive Director, subject to the control and approval of the Board of Trustees. He or she shall be answerable to the Board and the Executive Committee for his or her actions. The President, in consultation with the other officers, shall formally appoint all members of standing committees, except for the members of the Executive (Article V, Sections 1-2), Finance and Development (Article V, Section 3) Committees. If there is no current Executive Director, the President, in consultation with the Executive Committee, shall be directly responsible for the supervision of the activities of all administrative staff. The President may choose to designate another member of the Executive Committee to perform this task if there is no Executive Director. The President shall preside at all meetings of the Corporation. The President may sign, with the Secretary or any other designated officer of the Corporation authorized by the Board of Trustees, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Trustees has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Trustees or by these Bylaws or by statute to some other officer or agent of the Corporation; and in general the President shall perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Trustees.

B. Succession of the President. In the event that the President resigns, is removed from office by vote of the Board of Trustees, or is otherwise unable or unwilling to discharge his or her duties, a quorum of the Executive Committee will appoint an individual to fulfill the duties of President until the Board of Trustees elects and qualifies a new President. During the time he or she shall serve, the individual temporarily acting as President shall have all the powers of and be subject to all the restrictions upon the President.

Section 7. The Past President.

The Past President serves to provide ongoing continuity via counsel to the President, Executive Director, and Board of Trustees, and shall perform such other duties as the Board of Trustees may from time to time prescribe. The Past President remains in office until the term(s) of an immediate successor are completed or otherwise terminated. Should the Past President him or herself choose to resign, the post will remain vacant until the next presidential change of office.

Section 8. The Vice President.

The "Officers Nominations Committee" (Article IV, Section 5) shall work with the Board Chair to select a slate of candidate(s) for the position.

The Vice President's primary responsibility will be to Chair the Chairs Coordinating Council. The Vice President shall also perform such additional duties as the Board of Trustees, the Executive Committee, the President, or the Board Chair may from time to time prescribe. In the event that both the President and Chair of the Board are unable to be present to discharge the duties of the President, the Vice President shall perform the duties of the President, subject to the strictures listed in Section 6, above.

Section 9. The Treasurer.

The Treasurer may have and exercise the following power and duties, subject to the approval of the Trustees: the Treasurer shall Chair the Finance Committee and will work with the Executive Director to oversee the annual budget approved by the Trustees to guarantee that expenditures do not exceed the budgeted amounts and, if income does not meet the budgeted amounts, to readjust, subject to approval of the Board of Trustees and in consultation with the President, budgets during the fiscal year; the Treasurer may select an Assistant Treasurer to act as comptroller of the Corporation; the Treasurer will have the custody and safe-keeping of securities and cash belonging to the Corporation, with power to receipt for the same and to endorse for deposit all checks payable to the Corporation or to the Treasurer; the investment and re-investment of funds belonging to the Corporation, subject to the direction of the Trustees or the Investment Committee; the disbursement of income under the direction of the Trustees, or with the written approval of the Treasurer and the President; and the keeping of books of account, and rendering statements no less frequently than annually upon the request of the Membership, Trustees, or Executive Committee, setting forth the condition of the funds of the Corporation and the receipts and disbursements since the date of the preceding statement. Subject to the approval and direction of the Executive Committee, the Treasurer and the Assistant Treasurer, if any, may delegate such of the above functions as deemed appropriate to a trust company or other similar financial institution authorized

and empowered to perform such functions. If required by the Board of Trustees, the Treasurer and the Assistant Treasurer, if any, shall give a bond for the faithful discharge of their duties in such sum and with such surety or sureties as the Board of Trustees shall determine.

Section 10. The Secretary.

The Secretary shall keep the minutes of the meetings of the Members of the Corporation, the Executive Committee of the Board of Trustees and the Board of Trustees in both electronic and hard copy form; see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; be custodian of the Corporation records and of the seal of the Corporation and see that the seal of the Corporation is affixed to all documents, the execution of which on behalf of the Corporation under its seal is duly authorized in accordance with the provisions of these Bylaws; and in general perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to him or her by the President or by the Board of Trustees. The Assistant Secretary, if any, shall perform such duties as shall be assigned to him or her by the Secretary or by the President or by the Board of Trustees.

Section 11. Any officer may resign by giving notice in writing to the Chair of the Board, the President (or the person acting in his or her place), or the Secretary. The President resigns to the Chair of the Board.

ARTICLE V: COMMITTEES

Section 1.A. The Board of Trustees shall designate and appoint an Executive Committee, which shall be chaired by the Chair of the Board and which shall consist of the Chair of the Board, the President, the Past President, the Vice President, the Treasurer, the Secretary, and two (2) or three (3) other Trustees appointed by the Board Chair. Subject to the approval of the Board of Trustees, such Executive Committee shall have and may exercise the authority of the Board of Trustees in the management of the Corporation between the regular meetings of the Board of Trustees, except that such Executive Committee shall not have the authority of the Board of Trustees in reference to amending the Articles of Incorporation; restating the Articles of Incorporation; amending, altering, or repealing the Bylaws; electing, appointing, or removing any member of the Executive Committee or any Trustee or officer of the Corporation; adopting a plan of merger or adopting a plan of consolidation with another corporation; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the Corporation; authorizing the voluntary dissolution of the Corporation or revoking proceedings therefore; adopting a plan for the distribution of the assets of the Corporation; or amending, altering or repealing any resolution of the Board of Trustees which by designation and appointment of such Executive Committee and the delegation thereto of authority shall not operate to

relieve the Board of Trustees, or any individual Trustee, of any responsibility imposed by law upon it, him, or her.

Section 1.B. In exceptional circumstances, such as in the event the Executive Directorship is vacant, the Executive Committee may designate and appoint a Management Committee, which shall normally consist of the Chair of the Board, the President, and two additional members selected at large from the members of the Executive Committee. Like the Executive Committee, the Management Committee shall not have the authority of the Board of Trustees in reference to amending the Articles of Incorporation; restating the Articles of Incorporation; amending, altering, or repealing the Bylaws; electing, appointing, or removing any member of the Executive Committee or any Trustee or Officer of the Corporation; adopting a plan of merger or adopting a plan of consolidation with another Corporation; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the Corporation; authorizing the voluntary dissolution of the Corporation or revoking proceedings therefore; adopting a plan for the distribution of the assets of the Corporation; or amending, altering or repealing any resolution of the Board of Trustees; or operate to relieve the Board of Trustees, or any individual Trustee, of any responsibility imposed by law upon it, him, or her.

Section 2. The Board of Trustees shall designate and appoint a Chairs Coordinating Council. The Chairs Coordinating Council shall be responsible for coordinating implementation of the activities and programs of the standing program committees, particularly as they concern the allocation of resources, jurisdictional issues, and the application of ethical policies and professional standards. The Chairs Coordinating Council will be chaired by the Vice President, and shall include the chairs of all the standing program committees, the President (*ex officio*), the Executive Director (*ex officio nv*), and representatives from the three affiliated overseas centers. The Chairs Coordinating Council shall report to the Executive Committee and the Board of Trustees.

Section 3. Other committees not having and exercising the authority of the Board of Trustees in the management of the Corporation may be appointed in such manner as may be designated by a resolution adopted by the Trustees. Without limiting the foregoing:

A. The Chair of the Board shall appoint, in consultation with the Treasurer, three (3) to five (5) Trustees, in addition to the Treasurer, Executive Director (non-voting), the Chair of the Program Committee, the Chair of Publications, and the President, to serve as a Finance Committee. This committee advises the Executive Committee on matters related to the financial management of the Corporation and supervision of bids for the annual audit, supervises the investments of the Corporation's funds, and oversees the preparation of the annual budget and monitor compliance with the final budget approved by the Trustees to assure that expenditures do not exceed budgeted amounts.

B. The Chair of the Board shall appoint, in consultation with the Treasurer, President, and the Chair for Development, five (5) or more Trustees to act as a Development Committee. The President shall be a voting ex-officio member and the Executive Director shall be a non-voting member. The Committee will be responsible for making recommendations to the Executive Committee and the Board regarding Development matters.

C. The Chair of the Board, in consultation with the President, shall appoint a Personnel Committee. The Committee shall be chaired by the President, and include the Vice President, Treasurer, and up to two (2) additional members of the Executive Committee. The Committee will be responsible for conducting an annual review of the Executive Director, and making recommendations to the Executive Committee pertaining to the employment of the Executive Director. The Committee, as a committee, will provide direct oversight of the hiring of staff, annual performance assessments, and terminations of employment. The Committee will also serve in an advisory capacity to the Executive Director on personnel matters. The Committee will serve as an independent, confidential arbiter of staff grievances.

D. The President and the Board of Trustees shall appoint, in consultation with the Board Chair, the Executive Committee, and the Chair for Programs, a Programs Committee. The President shall be a voting ex-officio member and the Executive Director shall be a non-voting ex-officio member. The Committee will be responsible for overseeing the Annual Meeting program, as well as for making recommendations to the Executive Committee and the Board regarding matters relating to the Annual Meeting.

E. The President and the Board of Trustees shall appoint, in consultation with the Board Chair, the Executive Committee, and the Chair for Membership and Outreach, a Membership and Outreach Committee. The President shall be a voting ex-officio member and the Executive Director shall be a non-voting ex-officio member. The Committee will be responsible for making recommendations to the Executive Committee and the Board regarding matters dealing with ASOR membership. The Chair may appoint sub-committees as needed.

F. The President and the Board of Trustees shall appoint, in consultation with the Board Chair, the Executive Committee, and the Chair for Publications, a Publications Committee. The President shall be a voting ex-officio member and the Executive Director shall be a non-voting ex-officio member. The Committee will be responsible for making recommendations to the Executive Committee and the Board regarding matters dealing with ASOR publications.

G. The President and the Board of Trustees shall appoint, in consultation with the Board Chair, the Executive Committee, and the Chair for Archaeological Research and Policy, an

Archaeological Research and Policy Committee. The President shall be a voting ex-officio member and the Executive Director shall be a non-voting ex-officio member. The Committee will be responsible for the awarding of relevant scholarships and travel money to ASOR members. It will also be responsible for debating and discussing matters of archaeological research and policy and for making recommendations to the Executive Committee or the Board concerning said matters.

H. The President and the Board of Trustees shall appoint, in consultation with the Board Chair, the Executive Committee, and the Chair of Junior Scholars, a Junior Scholars Committee. The President shall be a voting ex-officio member and the Executive Director or his designee shall be a non-voting ex-officio member. This committee will oversee the mentoring and networking of junior members in ASOR.

I. The President and the Board of Trustees shall appoint, in consultation with the Board Chair, the Executive Committee, and the Chair of Honors and Awards, an Honors and Awards Committee. The President shall be a voting ex-officio member and the Executive Director shall be a non-voting ex-officio member. This committee will oversee all ASOR honors.

Section 4. Unless otherwise provided for in the Bylaws or by a resolution of the Board of Trustees, each member of a committee shall be appointed to a three year term. If the member's service is adequate, she/he may seek and accept a second three year term. At the completion of the second term he/she will rotate off the committee for a least one full term. The same term limits shall apply to the chairs of the committees. If a member of a committee becomes chair, he/she shall be eligible to serve two terms from the date rotate off the committee for at least one term.

Section 5. The President shall appoint a standing "Chairs Nominations Committee" to recommend to the Board qualified candidates for the Chair of each program standing committee. The Chairs Nominations Committee normally shall include the Vice President and at least two members of the Chairs Coordinating Council, each appointed for rotating, two-year terms. The Chairs Nominations Committee shall work closely with each respective standing program committee to identify qualified candidates for the Chair of that particular committee.

Section 6. Vacancies in the membership of any committee may be filled by appointment made in the same manner as provided in the case of the original appointments.

Section 7. Unless otherwise provided in a resolution of the Board of Trustees establishing a committee, the rules set forth in these Bylaws for the Board of Trustees concerning the presence of a quorum and the number of votes required for action shall be the rules which govern the committee as if the name of the committee were substituted in

Article III, Section 7, hereof, for the word or words “Board of Trustees” or “Board” wherever they appear therein.

Section 8. No committee may adopt rules for its own governance which are inconsistent with these Bylaws or with rules adopted by the Board of Trustees.

ARTICLE VI: EXECUTIVE DIRECTOR

Section 1. The President, in consultation with the Executive Committee, shall establish a search committee to nominate an Executive Director, to be approved by the Board, to implement the policies and directives of the Board and to serve as full-time manager of the headquarters office, which is the focal point for administration of ASOR activities.

Section 2. The Executive Director shall report to the President and the Executive Committee and serve as a non-voting member of the ASOR Board and appropriate committees. The Executive Director is responsible for ensuring proper management of ASOR business and resources, including development of the annual budget, supervision and oversight of all ASOR staff, and shall serve as key resource and liaison for activities of the ASOR Board and its committees and affiliated overseas centers, as well as general membership and cooperating entities.

Section 3. Terms and Conditions of Employment: The Executive Director shall serve under contract to ASOR and under the general direction of the Executive Committee as full-time Chief Operating Officer for a period of not less than three years, subject to renewal. If the Executive Director is unable to fulfill his or her duties for whatever reason, the President, in consultation with the Executive Committee, is authorized to appoint a temporary Executive Director, until such time as a proper search can be undertaken and a new Executive Director appointed.

There shall be a periodic review of this position and annual reviews of the performance of the Executive Director by the Personnel Committee with potential adjustment in the budget and personal assignments. There being an incumbent Executive Director, a renewal of employment (beyond the initial three [3] year period) can be made on recommendation by the Executive Committee, consistent with the approved budget for administration.

Section 4: Responsibilities of the Executive Director

A. General:

1. The Executive Director shall serve under contract and work in concert with and under the direction of the President to implement Board-approved policies and established aims of ASOR.

2. The Executive Director shall directly supervise and oversee all ASOR professional staff. The Executive Director (in consultation with the President) shall have the authority to hire and dismiss staff.

3. The Executive Director shall serve as a non-voting member of the ASOR Board and work closely with the President of ASOR, maintaining relations with Board officers and committee chairs, institutional and general membership, and affiliated overseas centers to assure smooth, coordinated operations of ASOR.

B. The Executive Director shall set up and oversee the ASOR headquarters office, supervise staff and serve as the organization's Chief Operating Officer in compliance with established functions of the ASOR headquarters. Specifically to:

1. Ensure policies and procedures of proper fiscal and financial management are in place and in effect for the headquarters office and provide guidance on their implementation by others operating under contract of agreement with ASOR.

2. Provide general support for the Board and officers of ASOR, including overseeing the preparation of the annual budget and periodic financial/fiscal documents, special reports and materials, meeting agendas, arranging meetings and consultations, and keeping members advised of Board-related activities and decisions.

3. Oversee the coordination of public relations and information including assistance with joint activities of ASOR and affiliated overseas centers. Duties include serving as liaison between and among the ASOR memberships, committees and Board; processing announcements and responses for grants and fellowships; organizing conferences and seminars; and maintaining communication within ASOR and contacts with other institutions and organizations.

4. Work closely with relevant committees, assisting the processes of raising funds, organizing and publicizing events, and initiating support from public and private sources.

ARTICLE VII: INDEMNIFICATION

Section 1. The Corporation does hereby indemnify to the maximum extent legally permissible each Trustee and officer and former Trustee and officer of the Corporation, and each individual who served at its request as a director, officer or trustee of another corporation, partnership, joint venture, trust, other enterprise or employee benefit plan, against expenses (including attorney's fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with or arising out of any threatened, pending or completed claim, action, suit, proceeding, issue or matter of whatever nature, whether civil, criminal, legislative, administrative or investigative, in which

he or she may be involved as a party or otherwise by reason of his or her being or having been such Trustee or officer.

Section 2. This indemnification includes amounts paid or incurred in connection with reasonable settlements if made with a view to the curtailment of the costs of litigation.

Section 3. This indemnification includes amounts paid or incurred in connection with acts of negligence, whether liability on the part of such Trustee, director, officer or trustee exists as to the Corporation, its Trustees, officers, agents, or employees or as to third parties, including creditors.

Section 4. This indemnification also extends to any criminal action, suite, investigation or proceeding, provided that the same shall be dismissed against such Trustee or officer or that he or she shall have been found not guilty. Such indemnification likewise extends to a criminal action, suit, investigation of proceeding that is terminated by a plea of *nolo contendere*, or its equivalent, to a charge of misdemeanor, provided that the conduct complained of on the part of the Trustee or officer was done in good faith and with the belief that it was in the best interest of the Corporation and on the reasonable assumption of its legality.

Section 5. No such reimbursement or indemnification shall relate to any expense incurred in connection with any matter as to which such Trustee or officer has been adjudged to be liable for gross negligence or misconduct in the performance of his or her duty to the Corporation, exclusive of issues or matters not related to the conduct on which the judgment was based, unless and only to the extent that the court in which the action or suit was brought shall determine that despite such adjudication of liability and in view of all the circumstances of the case, such Trustee or officer is fairly and reasonably entitled to indemnification for those expenses that the court shall deem proper.

Section 6. The indemnification provided by this Bylaw shall not be deemed exclusive of any other rights which such Trustee or officer may have under any agreement, vote of the Board of Trustees or otherwise.

Section 7. No indemnification shall be made under this Article VII if such indemnification would result in any liability for tax under chapter 42 of the Internal Revenue Code of 1986.

Section 8. Every provision of this Article VII is intended to be severable, and if any term or provision is invalid for any reason whatsoever, such invalidity shall not affect the validity of the remainder of this Article VII.

ARTICLE VIII: THE AFFILIATED OVERSEAS CENTERS

Section 1. The Affiliated Overseas Centers of the Corporation, those that are separately incorporated, currently are: The William Foxwell Albright Institute of Archaeological Research in Jerusalem, Inc.; The American Center of Oriental Research in Amman, Inc.; and The Cyprus American Archaeological Research Institute, Inc. The Baghdad Committee for the Baghdad School and the Damascus Committee are currently sponsored directly by ASOR.

Section 2. The Overseas Centers whose primary objectives conform to the stated purpose of ASOR in its Articles of Incorporation may, upon application, become Affiliated Overseas Centers by a two-thirds (2/3) vote of the Membership of the Corporation.

Section 3. The mutual responsibilities of the Corporation to the Affiliated Overseas Centers and of the Affiliated Overseas Centers to the Corporation, not set out in their respective Articles of Incorporation or Bylaws, and any serious disputes arising between the Board of Trustees and the Boards of any of the Affiliated Overseas Centers regarding the fulfillment of those responsibilities or regarding the structure of their relations shall be resolved in the following manner: A committee of six (6) persons, three (3) representing each party, shall be formed to arbitrate the differences: the President, the Chair of the Board, and a Trustee elected by each governing board. In the event of a vacancy in the offices of President or Chair of the Board, the place shall be filled by an election of a Trustee. This committee shall meet within ninety (90) days of the call for arbitration, and shall earnestly attempt to resolve the issue.

A vote of at least four (4) members of the committee is necessary to pass any resolution. Any resolution passed will be submitted promptly to the Boards of the Corporation and of the Affiliated Overseas Center, and shall be binding unless the resolution is vetoed by a majority vote of the Board of Trustees of the Corporation or Affiliated Overseas Center.

ARTICLE IX: TERM OF OFFICE

Section 1. Extension by Executive Committee. Notwithstanding any other provision of these Bylaws, the Executive Committee of the Board of Trustees may extend the term of office of any officer of the Corporation as the Executive Committee deems necessary or appropriate and in the best interests of the Corporation.

ARTICLE X: MISCELLANEOUS

Section 1. The fiscal year of the Corporation shall begin on July 1, and terminate on June 30.

Section 2. No debt shall be contracted or liability incurred or contract made by or on behalf of the Corporation or any affiliate thereof, other than in the ordinary course of business by any officer or agent thereof unless the same shall have been authorized by the Board of Trustees or by the Executive Committee.

Section 3. The Trustees shall, as appropriate, make annual appropriations to carry on the work of the Corporation's affiliates.

Section 4. Moneys contributed to the Corporation for building purposes shall constitute a separate fund, and shall not be expended except pursuant to a resolution adopted by the Trustees upon the recommendation of the Executive Committee.

Section 5. Moneys contributed to the Corporation for endowment shall constitute a permanent fund to be invested by the Finance Committee (under the direction and oversight of the Treasurer) under the terms of Article IV, Section 8, and only the income thereof (as calculated by the current board-approved Spending Policy) shall be expended for the purposes of the Corporation. "Income" and "principal" are defined by the Probates, Estates, and Fiduciary Code of the District of Columbia.

Section 6. The seal, an impression of which is affixed hereto, is adopted and approved as the seal of the Corporation.

Section 7. These Bylaws may be amended at any meeting of the Trustees, but only by a Trustee and when twenty (20) days written (including electronic) notice of the text of a proposed amendment has been mailed or delivered/distributed to each member of the Board.



Tab 12

ASOR Policy on Professional Conduct



Policy on Professional Conduct

Approved by the ASOR Board of Trustees on April 18, 2015

I. Introduction

In 2010, then-ASOR President Tim Harrison heeded ASOR members' call for a comprehensive professional conduct policy that would be consistent with ASOR's Mission and Strategic Plan. To accomplish this goal, President Harrison created an *ad hoc* Ethics Working Group to support a broad consultation and policy development process. This process has continued with robust support from current ASOR President Susan Ackerman.

This document details ASOR's Policy on Professional Conduct. It is intended as a guide for ASOR members and those who serve ASOR in any capacity. This document will be reviewed annually by a subcommittee of ASOR's Board of Trustees that is empowered to record concerns and to bring forward for discussion to ASOR's Board of Trustees any action that may contravene the guidelines contained in this policy.

It is assumed that ASOR's standing committees will create written policies that relate to their sphere of action. Where any conflict exists between this policy and another policy created by an ASOR committee, this document shall serve as the guide, alongside the provisions of ASOR's policies on Investment and Spending, Joint Ventures, Non-Discrimination, Records Retention, Whistleblowers, and Website and Social Media Privacy; and the Conflict of Interest Statement for the American Schools of Oriental Research.

II. Preamble

As scholars, scientists, archaeologists, historians, epigraphers, museum professionals, and educators who are interpreters of material traces of the human past, ASOR members seek to support ASOR in achieving its Mission.

ASOR's Mission is to initiate, encourage and support research into, and public understanding of, the cultures and history of the Near East from the earliest times:

- by fostering original research, archaeological excavations, and explorations.
- by encouraging scholarship on the basic languages, cultural histories and traditions of the Near Eastern world.
- by maintaining an active program of timely dissemination of research results and conclusions.
- by maintaining the highest ethical standards of scholarship and public discourse.
- by promoting and advocating the highest academic standards in teaching about the Near East and in interdisciplinary research.
- by offering educational opportunities in Near Eastern history and archaeology to undergraduates and graduates in North American colleges and universities, and through outreach to the general public.

In keeping with ASOR's mission, the guidelines contained in this policy are focused on our individual and collective responsibilities in four areas:

1. *Training* to the highest standards of professional expertise, and education for future generations;
2. *Stewardship* of archaeological heritage, which is the limited, irreplaceable record of the human past.(1) Stewards of archaeological heritage act as both caretakers and advocates.
3. *Discovery* of new knowledge about the human past derived from investigations in field sites, libraries, archives, museums, and other locations that enable research;
4. *Dissemination* of knowledge through publication and archiving of data, analysis and interpretation.

III. In order to achieve ASOR's Mission, which includes maintaining the highest ethical standards of scholarship and public discourse;

A. with respect to **EDUCATION AND TRAINING**, ASOR members endeavor to:

1. educate diverse publics regarding historical and archaeological interpretations of the past and the methods used in archaeology and history to understand human behavior and culture;

2. enlist public support for the preservation and scientific study of the archaeological heritage;
3. provide the public and elected/appointed representatives of the public the necessary data to ensure appropriate decision making with respect to preservation of archaeological heritage;
4. promote understanding of and adherence to the guidelines contained in this Policy on Professional Conduct.

B. with respect to **STEWARDSHIP**, ASOR members endeavor to:

1. consider appropriate site protection, artifact storage and data management in initial research designs and funding plans; so that all objects of study and research data are properly curated in perpetuity. In the case of site excavation, such plans include the protection of sites after the conclusion of research, taking into account the natural conditions affecting the site and the demands of multiple uses. In the case of artifact studies, exhibits, and surveys, such plans consider the environment and security of future display and/or storage;
2. avoid the alteration of archaeological heritage and cultural property which is intended to conceal or destroy cultural, historical or scientific evidence;
3. protect archaeological heritage from adverse effects resulting from military actions, warfare, and local political instability, including support for the provisions of the Convention for the Protection of Cultural Property in the Event of Armed Conflict and its First Protocol;(2)
4. explore innovative strategies and support legislation designed to eliminate the illicit trade of antiquities and to enhance the protection of the world's archaeological and cultural heritage, whether on land or under water, as called for in the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property;(3) the 1972 UNESCO World Heritage Convention,(4) the 2001 UNESCO Convention on the Protection of the Underwater Cultural Heritage,(5) and the 2013 Noto Statement on the Future of Underwater Cultural Heritage Protection and Preservation in the Mediterranean;(6) and, where relevant, encourage States to ratify and implement these conventions;
5. urge all governments to adhere to the terms of the Convention for the Protection of Cultural Property in the Event of Armed Conflict and its First Protocol, and, where not already ratified, encourage States to ratify and implement them at the earliest possible opportunity;
6. co-operate with competent national authorities of any occupied territory in which research is planned;
7. encourage all state parties and all international and national funding bodies, including UNESCO, ICOM, ICOMOS, and the World Bank, to play a leadership role in efforts to protect the world's archaeological and cultural heritage from destruction; and encourage partnerships among governments, developers, and

- specialists such as archaeologists, historians and conservators for the study and conservation of archaeological heritage;
8. use archaeological heritage for the benefit of all people and not as a commodity to be exploited for private enjoyment or profit;
 9. support efforts that are in accordance with national law and international conventions to establish, fund and enforce the prohibition and prevention of the looting of archaeological sites and the trade in illicit antiquities; and cooperate with law enforcement by providing authentications and valuations upon request from such entities;
 10. refrain from activities that contribute directly or indirectly to the illicit markets for antiquities and to the value of artifacts in such markets through their publication, authentication, or exhibition.

C. with respect to **DISCOVERY**, ASOR members endeavor to:

1. conduct research according to highest possible professional standards current in the various disciplines;
2. support and encourage efforts to document the archaeological heritage through surveys, inventories, display and study of artifacts;
3. ensure that all individuals participating in the excavation, survey, study or other research shall be fully qualified to carry out their responsibilities or, in the case of apprentice team members, that they be appropriately supervised;
4. refuse to practice discrimination based on categories such as gender, religion, age, race, disability, and sexual orientation in assembling a research team;
5. take all necessary steps to minimize personal risks and hazards to co-workers, the public, and the environment; including, but not limited to, avoiding harassment based on categories noted in paragraph C.4; and developing action plans in the event of civil or military disturbance, or injury;
6. develop a research design and include, where relevant, a curation plan for excavated objects and a conservation plan, prior to the start of research, and inform colleagues of their role in the overall project;
7. show sensitivity toward and respect for groups affected by research, and make every effort to act cooperatively with them.

D. with respect to the **DISSEMINATION of KNOWLEDGE**, ASOR Members endeavor to:

1. undertake a prompt and complete final publication, including the use of venues and languages accessible to the general public, including the general public in the host nation of the research project;

2. acknowledge others' material contributions and intellectual products with citation of the source or other appropriate courtesy, such as listing of team members or authorial credit;
3. obtain permission from project, archive, collection or museum directors prior to the first publication or initial presentation of material from a project, archive, collection or museum;
4. consider Open Access repositories in data management plans, so that, following publication, the resulting collections, records, and associated documentation, whether in traditional or digital formats and with the metadata necessary to allow these data to remain intelligible, can be preserved and made accessible to other scholars and, where appropriate, to the public.

E. with respect to **PROGRAMS AND PUBLICATIONS**, ASOR Members recognize that

1. studies of the past are enhanced when an artifact is clearly associated with an intact archaeological context. Artifacts which lack a defined archaeological findspot or provenience have a greater potential to undermine the integrity of archaeological heritage in view of the possibility of admitting suspect artifacts into archaeological heritage. Looting is an illegal act that breaks the association between artifact and context. A looted artifact may be considered stolen property. Therefore, archaeological heritage that is looted is more likely to travel through illicit channels of distribution and/or exportation, which involve processes that may mask or confuse the identification of the artifact or its true findspot.
2. authors of publications or presentations should be transparent when introducing data of uncertain reliability to the realm of public knowledge, particularly when research and publication involves artifacts that lack an archaeological findspot or that are illegally exported.
3. authors of publications or presentations should identify clearly any artifact that lacks an archaeological findspot in a prominent manner in the text of the publication and the caption of its illustration and, if intermixed with artifacts having provenience, also in the index or catalog.
4. the publications and presentation venues of ASOR shall not serve as the initial place of publication or announcement of any object acquired by an individual or institution after April 24, 1972, which is the date of entry into force of the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, with the following exceptions:(7)a. the object was documented as already being in a collection before April 24, 1972; and further, if that object is no longer in its country of origin, it must have been legally exported; b. the object was acquired after April 24, 1972 but it is considered to be a forgery and is published as a forgery; c. the object's publication or announcement serves *primarily* to emphasize the degradation of archaeological heritage.

5. a limited exception to the publication and presentation policy noted immediately above is available for cuneiform texts because:
 - a. in zones of conflict since the early-1990s, most prominently in Iraq and Syria but also elsewhere, looting of cuneiform tablets has occurred on a *truly massive scale*;
 - b. cuneiform texts may be authenticated *more readily* than other categories of epigraphic archaeological heritage;
 - c. the content of a cuneiform text can provide information *independent* of archaeological provenience. Therefore, in accord with the policy that was established by ASOR's Board of Trustees in November, 2004, the Journal of Cuneiform Studies ("JCS"), its related annual book publications, and the ASOR Annual Meeting may serve as the initial place of publication or announcement of a cuneiform text that lacks archaeological provenience and that was acquired by an individual or institution after April 24, 1972, if all the conditions outlined in paragraph E.6 have been satisfied. This is to be known as "the cuneiform exception" and its limits will be reviewed every three years.
6. the conditions that shall enable the cuneiform exception to be exercised are as follows:
 - a. the author notes that the text-bearing artifact lacks archaeological provenience in a prominent manner in the text of the publication, in the caption of its illustration, and, if intermixed with objects having archaeological provenience, also in the index or catalog; and
 - b. the author demonstrates that an effort has been made to determine the probable country of origin, which is the location of its final archaeological deposition within a modern nation-state; and prior to publication, the author receives and is willing to transmit to ASOR a written commitment from the owner of the artifact asserting that the artifact will be returned to the Department of Antiquities or equivalent competent authority of the country of origin following any conservation or publication, once permission for its return has been received; **or alternatively**, that its title has been ceded to the determined country of origin, or to some other publicly-accessible repository, if return to its country of origin is not feasible.
7. they may consider for inclusion in ASOR publications and presentation venues research that has been undertaken in occupied territory and its contiguous waters as defined by the United States Department of State when that research is required strictly to safeguard, record or preserve the archaeological heritage of the occupied territory, or when permission of the competent national authorities of the occupied territory has been obtained by the researcher.

(1) As set forth in the European Convention on the Protection of the Archaeological Heritage at Valetta in January, 1992, the notion of archaeological heritage also explicitly includes structures, constructions, groups of buildings, developed sites, moveable objects,

monuments of other kinds as well as their context, whether situated on land or under water. All artifacts of any type, including those in which are preserved traces of language, creativity, cultural activity, technology or other indications of humankind from past times are considered elements of the archaeological heritage. The text of this document is available at this URL: <http://conventions.coe.int/Treaty/en/Treaties/Html/143.htm>

(2) <http://www.unesco.org/new/en/culture/themes/armed-conflict-and-heritage/the-hague-convention/text-of-the-convention-and-its-1st-protocol/>

(3) <http://www.unesco.org/new/en/culture/themes/illicit-trafficking-of-cultural-property/1970-convention/>

(4) <http://whc.unesco.org/en/conventiontext/>

(5) <http://www.unesco.org/new/en/culture/themes/underwater-cultural-heritage/2001-convention/>

(6) <http://honorfrostfoundation.org/wp/wp-content/uploads/2014/02/Noto-Statement.pdf>

(7) See footnote 3 *infra*.



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Tab 13

Other ASOR Policies



Conflict of Interest Policy

I. Reason for Statement

American Schools of Oriental Research (hereafter, ASOR), as a nonprofit, tax-exempt organization, depends on charitable contributions from the public. Maintenance of its tax-exempt status is important both for its continued financial stability and for the receipt of contributions and public support. Therefore, the operations of ASOR first must fulfill all legal requirements. They also depend on the public trust and thus are subject to scrutiny by and accountability to both governmental authorities and members of the public.

Consequently, there exists between ASOR and its board, officers, and management employees a fiduciary duty that carries with it a broad and unbending duty of loyalty and fidelity. The board, officers, and management employees have the responsibility of administering the affairs of ASOR honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of ASOR. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with ASOR or knowledge gained there from for their personal benefit. The interests of the organization must have the first priority in all decisions and actions.

II. Persons Concerned

This statement is directed not only to board members and officers, but to all employees who can influence the actions of ASOR. For example, this includes all who make purchasing decisions, all other persons who might be described as “management personnel,” and all who have proprietary information concerning ASOR.

III. Key Areas in Which Conflict May Arise

Conflicts of interest may arise in the relations of directors, officers, and management employees with any of the following third parties:

- Persons and firms supplying goods and services to ASOR
- Persons and firms from whom ASOR leases property and equipment
- Persons and firms with whom ASOR is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property
- Competing or affinity organizations
- Donors and others supporting ASOR
- Recipients of grants from ASOR
- Agencies, organizations, and associations that affect the operations of ASOR
- Family members, friends, and other employees

IV. Nature of Conflicting Interest

A material conflicting interest may be defined as an interest, direct or indirect, with any persons and firms mentioned in Section 2. Such an interest might arise, for example, through

- Owning stock or holding debt or other proprietary interests in any third party dealing with ASOR.
- Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) by any third party dealing with ASOR
- Receiving remuneration for services with respect to individual transactions involving ASOR.
- Using ASOR's time, personnel, equipment, supplies, or good will other than for approved ASOR activities, programs, and purposes.
- Receiving personal gifts or loans from third parties dealing with ASOR. Receipt of any gift is disapproved except gifts of nominal value that could not be refused without discourtesy. No personal gift of money should ever be accepted.

V. Interpretation of This Statement of Policy

The areas of conflicting interest listed in Section 3, and the relations in those areas that may give rise to conflict, as listed in Section 4, are not exhaustive. Conceivably, conflicts might arise in other areas or through other relations. It is assumed that the trustees, officers, and management employees will recognize such areas and relation by analogy.

The fact that one of the interests described in Section 4 exists does not mean necessarily that a conflict exists, or that the conflict, if it exists, is material enough to be of practical

importance, or if material that upon full disclosure of all relevant facts and circumstances that it is necessarily adverse to the interests of ASOR.

However, it is the policy of the board that the existence of any of the interests described in Section 4 shall be disclosed on a timely basis and always before any transaction is consummated. It shall be the continuing responsibility of board, officers, and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

VI. Disclosure Policy and Procedure

Disclosure should be made according to ASOR standards. Transactions with related parties may be undertaken only if all of the following are observed:

1. A material transaction is fully disclosed in the audited financial statements of the organization;
2. The related party is excluded from the discussion and approval of such transaction;
3. A competitive bid or comparable valuation exists; and
4. The organization's board has acted upon and demonstrated that the transaction is in the best interest of the organization.
5. Staff disclosures should be made to the chief executive (or if he or she is the one with the conflict, then to the designated committee), who shall determine whether a conflict exists and is material, and if the matters are material, bring them to the attention of the designated committee.

VII. Disclosure involving directors should be made to the designated committee

The board shall determine whether a conflict exists and is material, and in the presence of an existing material conflict, whether the contemplated transaction may be authorized as just, fair, and reasonable to ASOR. The decision of the board on these matters will rest in their sole discretion, and their concern must be the welfare of ASOR and the advancement of its purpose.

For the purposes of making such determinations, the ASOR board designates this responsibility to the Finance and Audit Committee. The chair of said committee (the Treasurer) will make reports as necessary to the board chair and the ASOR board.

CONFLICT-OF-INTEREST DISCLOSURE QUESTIONNAIRE (ASOR)

The term "affiliated persons" in this Questionnaire includes the following:

- Any immediate family member,
- Any corporation, partnership, organization or other entity of which you are an officer, director, and/or partner or own, directly or indirectly, 10% or more of any class of equity securities and/or other ownership units, or
- Any trust or other estate in which you have a substantial beneficial interest or of which you serve as a trustee, executor, representative, agent and/or other similar capacity.

1. Name (please print) _____

2. Capacity within ASOR: board of trustee executive committee officer
 committee member ASOR staff other, specify: _____

3. Have you or any of your affiliated persons provided services or property to ASOR in the past twelve months? yes no

If yes, please describe the nature and value of the services or property provided.

4. Have you or any of your affiliated persons purchased services or property from ASOR in the past twelve months? yes no

If yes, please describe the nature and value of the services or property purchased.

5. Have you or any of your affiliated persons had a direct or indirect interest in any business transaction(s) in the past twelve months to which ASOR was a party. yes no

If yes, describe the transaction(s):

CONFLICT-OF-INTEREST DISCLOSURE QUESTIONNAIRE (ASOR)

6. Were you or any of your affiliated persons indebted to pay money to ASOR at any time in the past year (other than travel advances or the like)? () yes () no

If yes, please describe the indebtedness.

7. In the past twelve months, did you or any of your affiliated persons receive, or were entitled to receive, directly or indirectly, any benefits resulting from your relationship with ASOR in the aggregate value of over \$1,000 that were not compensation directly related to your duties to ASOR? () yes () no

If yes, please describe the benefit(s).

8. Are you or any of your affiliated persons a party to, or have an interest in, any pending legal proceedings involving ASOR? () yes () no

If yes, please describe the proceeding(s).

9. Are you aware of any other events, transactions, arrangements, agreements, relationships, or other situations that you believe should be examined by ASOR's board or the executive committee in accordance with the terms and intent of ASOR's conflict-of-interest policy? E.g., if you are a member of the board of trustees of another learned society or of one of ASOR's affiliated research centers, please describe the situation. () yes () no

If yes, please describe the situation(s).

I HEREBY CONFIRM I have read and understand ASOR's Conflict-of-Interest Policy, and my responses to the above questions are complete and correct to the best of my knowledge and belief.

Signature

Date



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Holiday Closings

The ASOR office will be closed for the following holidays:

Labor Day: office closed (holiday)

Columbus Day: BU holiday; office open

Veterans Day: BU holiday; office open

Thanksgiving Day and Day After Thanksgiving: office closed (holiday)

Christmas Day and Day After Christmas: office closed (holiday).

New Years Eve and Day: office closed (holiday)

MLK, Jr. Day: office closed (holiday)

President's Day: BU holiday; office open

Patriot's Day: BU holiday; office open

Memorial Day: office closed (holiday)

Independence Day: office closed (holiday)



Investment and Spending Policy

Approved by the ASOR Board of Trustees on November 18, 2012
(Amendment approved by the ASOR Board on April 17, 2016)

Investment Policy

General

It is the general policy of The American Schools of Oriental Research (ASOR) to invest funds to achieve growth in principal value over time sufficient to preserve or increase the purchasing power of the funds, thus protecting the funds against inflation. The funds include permanently restricted funds, temporarily restricted funds, Board-designated funds, and unrestricted funds. Notwithstanding this general policy, all restrictions placed by donors on the interest and investment earnings on donated funds will be honored.

Fund Categories, Objectives and Authority

Unrestricted Funds

- Description. These funds are not restricted in their use and are sometimes referred to as short-term funds or operating funds. They include cash, surplus from current operations, unexpended portions of unrestricted grants, and other unrestricted funds received.
- Investment Objective. Preservation of principal. These funds will be invested in a manner that minimizes the risk of loss of principal while seeking to maximize

earnings in a way that allows for immediate liquidity to meet ongoing operational requirements.

- Authority. The Executive Director and Treasurer have authority to invest the funds, and to spend principal and interest to meet the operational needs of ASOR.

Board-Designated Funds

- Description. These funds are designated by the Board to be held in reserve to support future years' operations or specific programs. They may include accumulations from past years' annual results of operations, investment income, and other funds designated by the Board.
- Investment Objective. The objective for funds held in reserve to support future years' operations is the same as the objective for Unrestricted Funds. For funds held in reserve to support specific programs, which may be similar to endowment funds, the objective is the preservation of real purchasing power of principal, while seeking to maximize earnings in a way that allows for sufficient liquidity to meet ongoing program requirements.
- Authority. The Executive Director and Treasurer have authority to invest the funds, and to spend principal and interest to meet the operational needs of ASOR. With regard to funds that are similar to endowment funds, the Finance Committee will establish the appropriate asset allocation targets or ranges for investment of these funds. [See Appendix I for specific asset allocation targets or ranges for existing ASOR funds overseen by the Finance Committee.]

Temporarily Restricted Funds

- Description. These funds are restricted in time or purpose. They include donated funds that are restricted to program use or, over time, expected to be used for operating expenses. They also include accumulated earnings on endowments that have not yet been distributed in accordance with the purpose of the particular endowment.
- Investment Objective. The objective for donated funds that are expected to be used for operating expenses within five years or less is the same as the objective for Unrestricted Funds. The objective for accumulated earnings on endowments, except for funds that are expected to be used for the intended purposes within the next twelve months or less, is the same as the objective for Permanently Restricted Funds.
- Authority. The Executive Director and Treasurer have authority to invest the funds, and to spend principal and interest to meet the operational needs of ASOR in accordance with donor restrictions. With regard to the accumulated earnings on endowments, the authority will follow the authority for investment of the underlying endowment funds.

Permanently Restricted Funds

- Description. Permanently Restricted Funds are endowments that have been given in perpetuity, through which the principal of the fund remains intact and the income used by the organization.
- Investment Objective. Preservation of real purchasing power of principal, while seeking to maximize earnings in a way that allows for sufficient liquidity to meet ongoing distribution requirements.
- Authority. The Finance Committee will establish the appropriate asset allocation targets or ranges for investment of these funds.

Authorized and Unauthorized Investments

Authorized Investment Types

- Cash or cash equivalents, including money market instruments and certificates of deposit.
- Fixed income obligations of the U.S. government, its agencies, or corporations.
- Mutual funds or exchange traded funds that own fixed income or equity securities.

Unauthorized Investment Types

- Individual equity securities.
- Hedge funds.
- Private equity funds.
- Commodities.
- Real estate.

Exceptions

The Finance Committee may authorize additional investment types on an exception basis to cover unusual situations, provided such authorization is obtained in advance and the Finance Committee concludes that permitting the additional investment type does not cause undue risk to ASOR.

Spending Policy

ASOR adopts spending policies for its endowments in compliance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA), which was adopted by Massachusetts in 2009. The spending policies set forth in Appendix II for each of ASOR's existing endowments can be applied consistently over time regardless of short-term fluctuations in the market value of the funds. Each policy sets spending rates allowing for

long-term growth in the corpus of its corresponding endowment, while also providing funds for ASOR to spend fulfilling its mission. This Spending Policy and amendments (if any) supersede any previous spending policies adopted by ASOR.

Roles and Responsibilities

Finance Committee Responsibilities

- The Finance Committee is responsible for the oversight of all of ASOR's funds.
- The Finance Committee is responsible for reviewing the Investment and Spending Policies on a periodic basis, and recommending any necessary changes to the ASOR Board of Trustees.
- The Finance Committee will review investment performance and portfolio allocations for Permanently Restricted Funds and the related accumulated earnings, as well as any appropriate Board-Designated Funds, on at least a semi-annual basis, and will direct the Executive Director and Treasurer to make any changes as appropriate.
- The Finance Committee will also oversee investment performance for Unrestricted Funds, Board-Designated Funds, and Temporarily Restricted Funds, where the investment objective is preservation of principal, to ensure that the Executive Director and Treasurer are using appropriate investment vehicles consistent with the investment objectives.

Executive Director and Treasurer Responsibilities

- The Executive Director and Treasurer are 1) responsible for monitoring the investment performance and portfolio allocations between periodic reviews by the Finance Committee, and 2) delegated the authority to take action to rebalance funds in between such reviews.
- The Executive Director and Treasurer are responsible for the appropriate investment of Unrestricted Funds, Board-Designated Funds, and Temporarily Restricted Funds where the investment objective is preservation of principal.
- At least semi-annually, the Executive Director and Treasurer will provide the Finance Committee information about 1) asset allocation, 2) investment performance, 3) future investment strategies, and 4) any other matters of interest to the Committee.
- At least annually, the Executive Director and Treasurer will report on overall investment performance to the ASOR Executive Committee and Board of Trustees, including a comparison of investment results to appropriate indices.
- Subject to Finance Committee approval, the Executive Director and Treasurer may agree that one or the other is primarily responsible for the duties above, and will consult with the other party as necessary.

Other Policies

Fees for Administrative Oversight of Endowed Scholarships and Fellowships

- Description. ASOR has existing endowment funds whose earnings are used to support fellowships or scholarships for archaeological fieldwork or support. Additional funds may be created in the future for similar purposes. The principal of endowment funds will be kept intact, and the income distributed to support the purpose of the funds.
- Fees. The process for reviewing grant applications and selecting recipients of fellowships and scholarships can require significant support from ASOR staff. Accordingly, unless prohibited by the endowment fund guidelines, the Executive Director is authorized to charge a fee against fund assets of an appropriate amount, not to exceed one percent (1%) of the average fair market value of the fund at the end of the last twelve (12) quarters, in order to recoup ASOR staff costs. For purposes of computing the average fair market value of a fund, quarters where a new fund has not reached a minimum market value of \$50,000 will not be used. No fees will be charged for endowment funds that have not reached a minimum threshold principal amount of \$50,000.

Fees for Administrative Oversight of Current Gifts of Scholarships and Fellowships

- Description. In addition to endowment funds whose earnings are used to support fellowships or scholarships for archaeological fieldwork or support, ASOR also receives current gifts that are designated to support similar programs, such as the Heritage fellowships. These designated funds normally are given with the intent that they be spent within the fiscal year of donation for the designated purposes.
- Fees. The process for reviewing grant applications and selecting recipients of fellowships and scholarships can require significant support from ASOR staff. Accordingly, unless specifically prohibited by the donor, the Executive Director is authorized to charge a fee against current designated gifts of an appropriate amount, not to exceed twenty percent (20%) of the designated gift amount (e.g., \$500 for a designated gift of \$2,500, consistent with the existing Heritage fellowship program).

APPENDIX I – INVESTMENT TARGETS AND RANGES

Approved by the ASOR Board of Trustees on November 18, 2012
Amendments approved on November 24, 2013 and April 17, 2016

ASOR General Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Platt Fellowship Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Harris Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

MacAllister Fellowship Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Eric and Carol Meyers Fellowship Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Joe D. Seger Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Shirlee Meyers / G. E. Wright Fellowship Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Strange/Midkiff Fellowship Endowment (including accumulated earnings)

- Large Cap Equities 45%
- Small Cap Equities 15%
- International Equities 20%
- Fixed Income 15%
- Cash 5%

Board-Designated Publications Opportunity Fund

- Large Cap Equities 25-35%
- Small Cap Equities 5-10%
- International Equities 10-15%
- Fixed Income & Cash 15%

APPENDIX II – SPENDING POLICIES

Approved by the ASOR Board of Trustees on November 18, 2012
Amendments approved on November 24, 2013, and April 17, 2016

Endowment and Investment Fund Distributions

Unless otherwise specified, endowment and investment fund distributions will 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 will 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 will 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 will be reduced by fifty percent (50%).⁽¹⁾

Annual Spending Percentages

- ASOR General Endowment: 3.5%
- Harris Endowment: 5.0%
- MacAllister Fellowship Endowment: 5.0%
- Meyers Fellowship Endowment: 5.0%
- Meyers/Wright Fellowship Endowment: 5.0%
- Platt Fellowship Endowment: 6.0%
- Seger Endowment: 5.0%
- Strange/Midkiff Fellowship Endowment: 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.



Joint Venture Policy

Approved by the ASOR Executive Committee on September 12, 2009

Purpose

The American Schools of Oriental Research (hereinafter referred to “ASOR”) has adopted this Joint Venture Policy to safeguard ASOR’s tax exempt status if ASOR invests in, contributes assets to, or participates in a joint venture or similar arrangement with a taxable entity.

Definition

Joint Venture: A joint venture or similar arrangement means any joint ownership or contractual arrangement through which there is an agreement to jointly undertake a specific business enterprise, investment, or exempt-purpose activity without regard to (i) whether ASOR controls the venture or arrangement; (ii) the legal structure of the venture or arrangement; or (iii) whether the venture or arrangement is treated as a partnership for federal income tax purposes, or as an association, or corporation for federal income tax purposes. Ventures or arrangements that meet both of the following conditions shall be disregarded: (i) ninety-five percent (95%) or more of the venture’s or arrangement’s income for its tax year ending with or within ASOR’s tax year is excluded from unrelated business income taxation in accordance with 26 U.S.C. Section 512(b)(1)-(5), which, for example, includes, but is not limited to, (a) dividends, interest, and annuities; (b) royalties; (c) rent from real property and incidental related personal property, except to the extent of debt-financing; and (d) gains or losses from the sale of property; and (ii) the primary purpose of the ASOR’s contribution to, or investment or participation in, the venture or arrangement is the production of income or appreciation of property.

Policy

ASOR will evaluate its participation in Joint Ventures with taxable entities under applicable federal and state tax law and take steps to safeguard its exempt status with respect to such Joint Ventures.

Some examples of safeguards include the following: (i) control over the Joint Venture sufficient to ensure that the Joint Venture furthers the exempt purpose of ASOR; (ii) requirements that the Joint Venture give priority to exempt purposes over maximizing profits for the other participants; (iii) the Joint Venture not engage in activities that would jeopardize ASOR's exemption (such as political intervention or substantial lobbying for a section 501(c)(3) organization); and (iv) all contracts entered into with ASOR be on terms that are at arm's length or more favorable to ASOR.

Approval of Joint Ventures

All Joint Ventures shall be governed by written agreement and approved in writing by the executive director, president and treasurer, and, where required under applicable governing documents, ASOR's Board of Trustees. Details of joint ventures, if any, will be reviewed at least annually by ASOR's Finance and Audit Committee.



Non-Discrimination Policy

ASOR is an Equal Opportunity Employer. ASOR affirms its commitment to equality of opportunity and pledges that it will not practice or permit discrimination in employment on the basis of race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, or gender identity.



Records Retention Policy

Approved by the ASOR Executive Committee on September 12, 2009

Purpose

In accordance with the Sarbanes-Oxley Act, which makes it a crime to alter, cover up, falsify, or destroy any document with the intent of impeding or obstructing any official proceeding, this policy provides for the systematic review, retention, and destruction of documents received or created by American Schools of Oriental Research (hereinafter, ASOR) in connection with the transaction of organization business. This policy covers all records and documents, regardless of physical form, contains guidelines for how long certain documents should be kept, and how records should be destroyed (unless under a legal hold). The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records, and to facilitate ASOR's operations by promoting efficiency and freeing up valuable storage space.

Document Retention

ASOR follows the document retention procedures outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule, will be retained for the appropriate length of time.

1. Corporate Records
 - a. Annual Reports to Secretary of State/Attorney General: Permanent
 - b. Articles of Incorporation: Permanent
 - c. Board Meeting and Board Committee Minutes: Permanent

- d. Board Policies / Resolutions: Permanent
 - e. Bylaws: Permanent
 - f. Construction Documents: Permanent
 - g. Fixed Asset Records: Permanent
 - h. IRS Application for Tax-Exempt Status (Form 1023): Permanent
 - i. IRS Determination Letter: Permanent
 - j. State Sales Tax Exemption Letter: Permanent
 - k. Contracts (after expiration): 7 years
 - l. Correspondence (general): 3 years
-
- 2. Accounting and Corporate Tax Records
 - a. Annual Audits and Financial Statements: Permanent
 - b. Depreciation Schedules: Permanent
 - c. IRS Form 990 Tax Returns: Permanent
 - d. General Ledgers: 7 years
 - e. Business Expense Records: 7 years
 - f. IRS Form 1099: 7 years
 - g. Journal Entries: 7 years
 - h. Invoices: 7 years
-
- 3. Sales Records
 - a. Petty Cash Vouchers: 3 years
 - b. Cash Receipts: 3 years
 - c. Credit Card Receipts: 3 years (after 3 months the credit number will be “blacked” out)
 - d. Membership and Subscription Records: 5 years
 - e. Book Sales: 5 years
-
- 4. Bank Records
 - a. Check Registers: 7 years
 - b. Bank Deposit Slips: 7 years
 - c. Bank Statements and Reconciliations: 7 years
 - d. Electronic Fund Transfer Documents: 7 years
-
- 5. Payroll and Employment Tax Records
 - a. Payroll Registers: Permanent
 - b. State Unemployment Tax Records: Permanent
 - c. Earnings Records: 7 years
 - d. Garnishment Records: 7 years
 - e. Payroll Tax Returns: 7 years
 - f. W-2 Statements: 7 years

6. Employee Records

- a. Employment and Termination Agreements: Permanent
- b. Retirement and Pension Plan Documents: Permanent
- >c. Records Relating to Promotion, Demotion or Discharge: 7 years after termination
- d. Accident Reports and Worker's Compensation Records: 5 years
- e. Salary Schedules: 5 years
- f. Employment Applications: 3 years
- g. I-9 Forms: 3 years after termination
- h. Time Cards: 2 years

7. Donor and Grant Records

- a. Donor Records and Acknowledgment Letters: 7 years
- b. Grant Applications and Contracts: 7 years after completion

8. Legal, Insurance, and Safety Records

- a. Appraisals: Permanent
- b. Copyright Registrations: Permanent
- c. Environmental Studies: Permanent
- d. Insurance Policies: Permanent
- e. Real Estate Documents: Permanent
- f. Stock and Bond Records: Permanent
- g. Trademark Registrations: Permanent
- h. Leases: 6 years after expiration
- i. OSHA Documents: 5 years

Electronic Documents and Records

Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an "archive" computer file folder. Backup and recovery methods will be tested on a regular basis.

Emergency Planning

ASOR's records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping ASOR operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

Document Destruction

ASOR's accountant (in consultation with its treasurer) is responsible for the ongoing process of identifying its records, which have met the required retention period, and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

Compliance

Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against ASOR and its employees and possible disciplinary action against responsible individuals. The Executive Director and Chair of the Finance and Audit Committee (ASOR's treasurer) will periodically review these procedures with legal counsel or the organization's certified public accountant to ensure that they are in compliance with new or revised regulations.



Travel and Entertainment Policy

Approved by the ASOR Board of Trustees on November 20, 2016

I. Purpose

The Board of Trustees of the American Schools of Oriental Research (ASOR) recognizes that from time to time, ASOR and Cultural Heritage Initiative (CHI) employees, representatives, and agents (excluding the Executive Director) (individually, a “Representative,” and collectively, “Representatives”), and the Executive Director must travel to conduct ASOR business and further ASOR’s mission.

The ASOR Board of Trustees further recognizes that from time to time, the Executive Director must travel and entertain prospective donors, government representatives, and other persons critical to ASOR’s business and mission. In doing so, the Board of Trustees imposes the business judgment rule on the Executive Director; to wit, in deciding whether to incur a travel or entertainment expense, the Executive Director must act on an informed basis, in good faith and in the honest belief that the action taken is in the best interests of ASOR. The Executive Director’s travel and entertainment is subject to review by the ASOR President or ASOR Board Chair at any time upon request.

As a 501(c)(3) non-profit learned society, stewardship of ASOR resources is essential. Representatives and the Executive Director, therefore, are expected to minimize the costs of travel and entertainment wherever possible and reasonable. Thus, the purposes of this Travel and Entertainment Policy are to (i) ensure that travel, entertainment, and other related expenditures are appropriate and reimbursable, (ii) implement and maintain adequate cost controls, and (iii) provide a uniform and consistent protocol for identifying and reporting reimbursable travel and entertainment expenses.

ASOR's policy is to pay for or reimburse only authorized, reasonable, and necessary travel and entertainment expenses actually incurred by a Representative and the Executive Director. When incurring such expenses, ASOR expects Representatives and the Executive Director to:

- Exercise discretion and good judgment when incurring such expenses;
- Be cost conscious and spend ASOR's money carefully and judiciously;
- Report travel and entertainment expenses, supported by required documentation, that were actually incurred; and
- Report travel and entertainment expenses on a timely basis.

II. Expense Report

Expenses will not be reimbursed or paid for unless the Executive Director or Representative requesting reimbursement timely submits a written expense report on the ASOR Expense Report form. If possible, the ASOR Expense Report should be submitted to the Assistant Director within ten (10) days of completing travel. Unless there are extraordinary circumstances, all forms must be submitted to the Assistant Director within thirty (30) days of completing the travel. The request must include, *inter alia*:

- The Executive Director's or Representative's name;
- Date, origin, destination and purpose of the trip or entertainment, including a description of each ASOR-related activity conducted during the trip or entertainment;
- Name and affiliation of all people, if any, for whom such travel and entertainment expenses were incurred (e., people on whom the Executive Director spent money conducting ASOR business and furthering ASOR's mission); and
- Itemized list of all expenses incurred (e., date, amount (including tips), vendor, and description).

III. Receipts

Receipts are required for all travel and entertainment expenses greater than \$5.00 regardless of whether they are billed directly to ASOR. No expense greater than \$5.00 will be reimbursed unless the Executive Director or Representative requesting reimbursement submits individual transaction receipts from each vendor (not a payment card statement) with the ASOR Expense Report showing the date, amount, vendor, and description of each expense incurred. Scanned copies or photocopies of individual transaction receipts are acceptable provided the original receipts are retained for inspection by ASOR if requested. If a receipt is not available (e.g., for mileage or tips), a signed explanation must be included.

IV. General Travel Parameters

1. **Advance Approval.** All trips involving air travel or at least one overnight stay by Representatives must be approved, in advance, by the Executive Director or his/her designee. All trips involving air travel or at least one overnight stay by the Executive Director are subject to the business judgment rule.
2. **Necessity of Travel.** In determining the reasonableness and necessity of travel expenses, including their authorization, a Representative, the Executive Director, and the President must consider the cost/benefit to ASOR of the proposed travel expenses. The same considerations also must be taken into account in deciding whether the presence of a particular Representative or the Executive Director on a trip is necessary. In determining whether the benefits to ASOR outweigh the costs, less expensive alternatives, such as participation by telephone or video conferencing, or the availability of local programs or training opportunities, must be considered.
3. **Business and Personal Travel Expenses.** With prior approval, a Representative or the Executive Director traveling on behalf of ASOR may incorporate personal travel into ASOR business trips. ASOR travel, however, may not be arranged at a time that is less advantageous to ASOR, or results in a greater expense to ASOR, in order to accommodate personal travel plans. Any additional expenses incurred as a result of personal travel, including, *inter alia*, airline, train, hotel and rental car upgrades, extra hotel nights, additional stopovers, meals, transportation, incidentals, or other expenses are the sole responsibility of the Representative or the Executive Director and will not be reimbursed by ASOR. Upon request, a Representative or the Executive Director combining ASOR business travel and personal travel must furnish a documented “with and without” travel expense analysis to ensure that ASOR does not reimburse any otherwise non-reimbursable expenses.
4. **Spouse, Family Members, and Friends.** With prior approval, a spouse, family member, or friend may accompany a Representative on ASOR business travel when the presence of a companion will not interfere with the successful completion of ASOR business objectives. The Executive Director’s spouse, family member, or friend also may accompany the Executive Director on ASOR business travel when the presence of a companion will not interfere with the successful completion of ASOR business objectives. Travel expenses pertaining to a Representative’s or the Executive Director’s spouse, family or friends will not be reimbursed by ASOR. Upon request, a Representative or the Executive Director accompanied by a spouse, family member, or friend on ASOR business travel must furnish a documented “with and without” travel expense analysis to ensure that ASOR does not reimburse any otherwise non-reimbursable expenses.

V. Air Travel

1. **General Parameters.** Air travel reservations must be made as far in advance as possible to take advantage of reduced airfares. If a Representative does not have an ASOR credit card to purchase an airline ticket, the Executive Director, Assistant Director, or their designee may purchase the ticket for the Representative. ASOR will only pay for, or reimburse, the cost of the lowest coach or economy class fare actually available for direct, non-stop flights (if available) from the airport nearest the Representative's or Executive Director's home or the ASOR office to the airport nearest the destination. Domestic airline tickets exceeding \$500, and international airline tickets exceeding \$1,200, must be approved in advance by the Executive Director or the President, as applicable.
2. **Sufficient Advance Purchase Required.** The most cost beneficial time to purchase an airline ticket is twenty-one (21) days prior to departure, followed by fourteen (14) days prior to departure, and then seven (7) days prior to departure. Absent extenuating circumstances, all airline tickets must be purchased as soon as a Representative or Executive Director becomes aware of the need for air travel at a time consistent with the above purchase window parameter in effect at the time the Representative or Executive Director becomes aware of the air travel need. If a Representative or Executive Director becomes aware of the need for air travel, but fails to purchase his or her airline ticket in compliance with the above purchase window parameters, ASOR will only pay for or reimburse that portion of the purchase price equal to the cost of the ticket had it been properly purchased in compliance with the above purchase window parameters. The Representative or Executive Director will be responsible for the difference.
3. **Saturday Stays.** Representatives and the Executive Director traveling on behalf of ASOR are not required to stay over a Saturday night in order to reduce the price of an airline ticket. A Representative or Executive Director who chooses to stay over a Saturday night will be reimbursed for reasonable lodging and meal expenses incurred over the weekend to the extent the expenses incurred do not exceed the difference between the price of the Saturday night stay airline ticket and the price of the lowest price available ticket that does not include a Saturday night stay. To receive reimbursement for such weekend lodging and meal expenses, the Representative or Executive Director must supply, along with the Expense Report, documentation of the amount of the difference between the price of the Saturday night stay and a non-Saturday night stay airline tickets.
4. **Frequent Flyer Miles, Compensation for Denied Boarding, and Hotel and Other Travel Points.** Representatives or the Executive Director traveling on behalf of ASOR may accept and retain frequent flyer miles, compensation for denied boarding, and hotel and other travel points for their personal use. Representatives or the Executive Director may not deliberately patronize a single airline to accumulate frequent flyer miles, or patronize a single hotel or hotel chain

to accumulate travel points, if less expensive comparable airline tickets or hotels are available.

VI. Lodging

Representatives or the Executive Director traveling on behalf of ASOR will be reimbursed for the reasonable cost of hotel accommodations at the single room rate. Convenience, the cost of staying in the city in which the hotel is located, and proximity to other destinations on the Representative's or Executive Director's itinerary will be considered in determining reasonableness. Representatives and the Executive Director must make use of available corporate and discount rates for hotels. "Luxury" or "resort" hotel rates will not be reimbursed, in whole or in part, unless prior approval is secured by the Executive Director or Assistant Director.

VII. Out-Of-Town Meal and Incidental Expenses (M&IE)

A Representative's or the Executive Director's M&IE (including tips) while traveling out-of-town within the United States on behalf of ASOR will be reimbursed in their entirety subject to a maximum daily allowance equal to the GSA M&IE per diem rate in effect at the Representative's or the Executive Director's destination. See <http://www.gsa.gov/portal/category/100120> to compute the domestic per diem rate. Representatives and the Executive Director will be responsible for any M&IE exceeding the domestic per diem rate.

A Representative's or the Executive Director's M&IE (including tips) while traveling outside the United States on behalf of ASOR will be reimbursed in their entirety subject to a maximum daily allowance equal to the U.S. Department of State M&IE per diem rate in effect at the Representative's or the Executive Director's destination. See https://aoprals.state.gov/web920/per_diem.asp to compute the international per diem rate. Representatives and the Executive Director will be responsible for any M&IE exceeding the international per diem rate.

Notwithstanding the allowed M&IE per diem rates, Representatives and the Executive Director are encouraged to be careful with their expenses. The M&IE per diem rates are the maximum allowed per day; spending less would be better.

VIII. Ground Transportation

Representatives and the Executive Director are expected to utilize good judgment and use the most economical ground transportation appropriate under the circumstances.

1. **Courtesy Shuttles.** Most hotels near airports have courtesy shuttles running to and from the airport at no charge. This free service should be utilized whenever possible and practical.
2. **Airport Shuttles or Buses.** Airport shuttles generally travel to and from all major hotels outside of the airport area, downtown, and significant suburbs for a small fee.
3. Taxi are often the most economical and convenient form of transportation when the trip is for a limited time, minimal mileage is involved, or parking fees or tolls are substantial.
4. **Uber, Lyft, and Other Private Car Services.** The lower cost categories of Uber, Lyft, and other private car services may be utilized in lieu of taxis unless a rental vehicle is more economical and convenient.
5. **Rental** Although rental vehicles are generally the most expensive form of ground transportation, when the trip is for a significant amount of time, substantial mileage is involved, or parking fees or tolls are negligible or nonexistent, a rental vehicle may be the most economical and convenient form of ground transportation. Representatives and the Executive Director are allowed to rent a vehicle while traveling on behalf of ASOR provided the cost is less than alternative methods of transportation and advance approval is secured from the Executive Director or President, as applicable. Representatives and the Executive Director are permitted to rent a vehicle at the cost of a vehicle in the full-size class or lower. The cost of additional options (e.g., GPS, satellite radio, car seats, and insurance) will not be reimbursed; they must always be declined. Representatives and the Executive Director also must decline the “full tank” option and make every effort to refuel the rental vehicle prior to returning it to avoid high refueling costs.

IX. Personal Vehicles

Provided approval is secured in advance from the Executive Director or President, as applicable, Representatives and the Executive Director may use their personal vehicles to travel for ASOR business. The actual expenses incurred to operate a personal vehicle, including maintenance and repair expenses, will not be reimbursed. Rather, the use of a personal vehicle for ASOR business will be reimbursed at the current IRS mileage rate for business travel. Unless otherwise agreed or approved in advance by the Executive Director or President, as applicable, commuting expenses (e.g., mileage from a Representative’s home to the ASOR office, parking, tolls, and other commuting expenses) will not be reimbursed.

X. Parking/Tolls

Parking and tolls incurred by Representatives and the Executive Director traveling on ASOR business (other than parking and tolls incurred when commuting to the ASOR office

as set forth above) will be reimbursed. Traffic and parking tickets, fines, car washes, valet service, and similar vehicle expenses will not be reimbursed. Airport terminal parking is permitted for short business trips. For extended trips, Representatives and the Executive Director should use off-airport, long term parking lots if possible and practical.

XI. Business Entertainment

Reasonable, necessary, and appropriate entertainment expenses incurred to conduct ASOR business and further ASOR's mission will be reimbursed only if approved in advance by the Executive Director or President, as applicable, and only if they otherwise qualify as tax deductible expenses. Detailed documentation for such expenses must be provided, including:

- date and place of the entertainment;
- nature of the expenses;
- names, titles, and affiliations of the persons entertained;
- a description of the business purpose for the activity, including the matters discussed; and
- individual transaction receipts from each vendor (not a payment card statement) showing the vendor's name, a description of the services provided, the date, and total expense, including tips (if applicable). Scanned copies or photocopies of individual transaction receipts are acceptable provided the original receipts are retained for inspection by ASOR if requested.

XII. Non-Reimbursable Expenses

ASOR maintains a strict policy that expenses in any category, including otherwise reimbursable travel and entertainment expenses, that are (or could be) perceived as lavish or excessive will not be reimbursed. Such expenses are inappropriate for reimbursement by a nonprofit, charitable organization. Unless otherwise determined in advance to be reimbursable, a Representative's non-reimbursable expenses include, *inter alia*:

- Otherwise reimbursable travel and entertainment expenses that are determined to be lavish or excessive.
- Travel insurance.
- First class tickets or upgrades.
- When lodging accommodations have been arranged by ASOR and the Representative elects to stay elsewhere, reimbursement will be limited to an amount no higher than the rate negotiated by ASOR. Transportation between the alternate lodging and the lodging arranged by ASOR will not be reimbursed.
- Hotel upgrades.
- Telephone and internet (unless required to conduct ASOR business).

- Limousine travel.
- Personal entertainment, such as movies, theater, and sporting events.
- Alcoholic beverages.
- Tobacco products.
- Membership dues at any country club, private club, athletic club, golf club, tennis club or similar recreational organization.
- Golf, tennis, or other participatory sporting events.
- Sporting equipment purchases.
- Spa or exercise charges.
- Clothing and shoe purchases.
- Toiletry articles and personal items.
- Expenses for spouses, friends or relatives. If a spouse, friend or relative accompanies a Representative on an ASOR business trip, it is the responsibility of the Representative to determine to make the appropriate adjustments to the Representative's expense reimbursement request.
- Overnight retreats.
- Vehicle maintenance and repairs.
- Personal and incidental expenses.
- All expenses specifically identified as non-reimbursable in this Travel and Entertainment Policy.

This list of non-reimbursable expenses is provided by way of example, and in no way implies that categories of expenses not included on the list are automatically reimbursable.

XIII. Final Authority

The President, or the President's designee, has the final authority to determine whether an expense is reimbursable under this Travel and Entertainment Policy. Abuse of this Travel and Entertainment Policy, including falsifying expense reports to include expenses not actually incurred or expenses a Representative or the Executive Director knows are not reimbursable, constitutes grounds for immediate disciplinary action.

XIV. Policy review

This Policy will be reviewed by the Finance Committee at least every two years; proposed amendments must be submitted to, and approved by, the ASOR Executive Committee and Board of Trustees.



Website and Social Media Privacy Policy

The American Schools of Oriental Research (ASOR) is committed to providing a secure private environment for its website and social media users, customers, and friends to communicate and carry out transactions online. ASOR does not use illegal or misleading methods to mine public data. All data is obtained through normal business practices including, but not limited to, membership applications, online registrations, online purchases, event registrations, purchased lists, and trade shows. ASOR member data is occasionally shared with partner learned societies and other nonprofits and is sometimes rented to external vendors for bulk solicitations only.

This page summarizes our current information gathering and dissemination practices.

Mailing Address Privacy

ASOR collects names, mailing addresses, telephone numbers, and other information (including demographic) to contact members, conduct business, and enhance services. ASOR occasionally rents mailing addresses to advertisers for one-time use but does not release telephone numbers. ASOR maintains systems that guard against unauthorized or multiple uses of addresses.

Cookies

When a person visits our website or the ASOR Blog, a temporary cookie (or file) is used to aid navigation on our website, but the cookie is not used to collect information. ASOR does not use tracking cookies or third party cookies.

Credit Card Information

When purchasing a product or service online, users are asked to provide a credit card number to complete their transaction. ASOR does not store credit card information after the transaction is complete, however, it does maintain a reference number provided by its credit card gateway, PayPal. ASOR follows Payment Card Industry (PCI) standards for all online and paper sales, and this practice is accepted by PCI.

Email Address Privacy

Email addresses are used to correspond with individuals regarding ASOR and Membership information, to communicate with those who write for ASOR, attend our meetings or events, and with those who subscribe to ASOR journals and newsletter(s), which may be distributed through email. You may opt out of emails by changing your profile in our email software system, Informz. On occasion, ASOR may also send emails on behalf of publishers and other advertisers of interest to ASOR members. All such emails are marked as originating from ASOR. To opt out of receiving these emails, click the optout link on the bottom of the email or contact ASOR Membership and Subscriber Services. ASOR occasionally rents email lists, and it maintains systems that guard against unauthorized or multiple uses of emails in these instances.

External Links

As a service to users, our website and the ASOR Blog include links to other sites of interest. ASOR is not responsible for the content of non-ASOR sites and disclaims all liability for damages arising out of their use or for their privacy policies.

Accessing and Updating Your Information

All records in our database are accessible online by ASOR but not by outside parties. Individuals may access their personal information by logging into a personal account. Current ASOR members may also access an ASOR membership directory containing names and addresses of ASOR members who have not opted out of the membership directory. To modify your information or to opt out of any of ASOR's communications, [login to your account](#) or email our membership specialist. You can also call, fax, or email ASOR using the contact information at the end of this document.

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Whistleblower Policy

The whistleblower policy is intended to provide a mechanism for the reporting of illegal activity or the misuse of ASOR assets while protecting the employees who make such reports from retaliation.

1. Questionable Conduct

This policy is designed to address situations in which an employee, board member, or officer suspects another employee, board member, or officer has engaged in illegal acts or questionable conduct involving ASOR's assets. This conduct might include outright theft (of equipment or cash), fraudulent expense reports, misstatements of any accounts to any manager or to ASOR's auditors, or even an employee's conflict of interest that results in financial harm to ASOR. ASOR encourages staff, board members, and officers to report such questionable conduct and has established a system that allows them to do so anonymously.

2. Making a Report

If an employee, board member, or officer suspects illegal conduct or conduct involving misuse of ASOR assets or in violation of the law, he or she may report it, anonymously if the employee wishes, and will be protected against any form of harassment, intimidation, discrimination, or retaliation for making such a report in good faith.

Employees, board members, and officers can make a report to any of the following ASOR executives at any time: president or executive director. ASOR will promptly conduct an investigation into matters reported, keeping the informant's identity as confidential as possible consistent with our obligation to conduct a full and fair investigation.

Alternatively, employees, board members, and officers can make a report by calling either the board chair or the chair of the finance committee (the treasurer). Their names and phone numbers are posted on ASOR's intranet.

3. No Retaliation

An employee, board member, or officer who has made a report of suspicious conduct and who subsequently believes he or she has been subjected to retaliation of any kind by any ASOR employee, board member, or officer is directed to immediately report it to the chief executive, the president, or the head of human resources as appropriate.

Reports of retaliation will be investigated promptly in a manner intended to protect confidentiality as much as practicable, consistent with a full and fair investigation. The party conducting the investigation will notify the employee of the results of the investigation.

ASOR strongly disapproves of and will not tolerate any form of retaliation against employees, board members, or officers who report concerns in good faith regarding ASOR's operations. Any employee who engages in such retaliation will be subject to discipline up to and including termination.

4. ASOR Reporting Procedures

The "whistleblower" procedure is intended to describe the process through which concerns about the possible misuse of ASOR assets are handled pursuant to ASOR's whistleblower policy.

- a. An employee, board member, or officer makes a report of suspected misuse of ASOR assets by reporting in person to an ASOR executive, or reporting anonymously to the board chair or the audit committee chair (the treasurer).
- b. The report is promptly reviewed by the chief executive, as well as the president, to determine whether the report constitutes a complaint or a non-complaint, unless one of them is allegedly involved in the misconduct, in which case the report should be reviewed by only one of them. (If both of them are alleged to be involved, the report should go directly to the board chair or the audit committee chair (the treasurer).)

* A complaint means any report involving (i) questionable accounting, auditing, financial reporting, or internal controls; (ii) suspected fraud, theft, or improper use of company assets; (iii) a violation of ASOR's conflict-of-interest policy that results in a financial harm to ASOR; or (iv) a claim of retaliation against any employee making a good-faith report regarding any of the preceding matters.

* A non-Complaint means a report of any other matter not involving a misuse of ASOR's assets

c. If the report is deemed to be a complaint, it will be promptly investigated and forwarded to the audit committee chair (the treasurer). If the report is deemed to be a non-complaint, it will be referred to the appropriate executive or manager for follow-up. Some non-complaints may involve serious matters and may require prompt investigation, but may nevertheless not involve misuse of ASOR's assets.

d. Each complaint is fully investigated, and as far as possible handled so as to protect the privacy of the employee making the complaint. A written report of the outcome of each investigation is prepared and delivered to the audit committee chair (the treasurer).

e. The audit committee chair (the treasurer) decides whether the report involves a matter that is material. If it is deemed material, it is reviewed by the full committee, which may forward it for disposition to the board or may direct senior management to take actions to resolve the situation. If the report is deemed nonmaterial, it is not reviewed by the committee but is instead addressed by the chief financial officer, as appropriate.



Tab 14

ASOR 2016-2020 Strategic Plan



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DIG DEEPER, REACH HIGHER
The ASOR Strategic Plan, 2016-2020

Executive Summary

For the past five years (2011-2015), ASOR has been well guided by the Strategic Plan adopted by the Board of Trustees in April 2010. But ASOR is a constant work in progress, so there is always more to be done. ASOR's goals for the next five years (2016-2020) are (I) to build on the accomplishments realized between 2011-2015 in four key program areas (Strategic Goals Nos. 1-4), and (II) to undertake four new initiatives that serve ASOR's increasingly diverse membership (Strategic Goals Nos. 5-8).

The four key program areas addressed in Strategic Goals Nos. 1-4 are the ASOR Annual Meeting, ASOR Publications, ASOR's relationships with its affiliated Overseas Research Centers, and the ASOR's Fellowships and Grants programs. Between 2011-2015, ASOR significantly enhanced the quality of each. Going forward, ASOR aims to achieve still more in these key program areas and to respond to several emerging challenges: for instance, integrating digital publications into our Publications program.

Strategic Goals Nos. 5-8 comprise new initiatives that address ASOR members' increasingly diverse interests, as well as the membership's increasingly diverse constituencies. For example, Strategic Goal No. 8, which concerns cultural heritage, addresses ASOR members' increasing interest in heritage protection, preservation, and presentation. Strategic Goals Nos. 5, 6, and 7, which concern fostering the next generation, greater enfranchisement of ASOR's international members, and public outreach, address the interests of student members, members who are just beginning their professional careers in the study of the Near East and wider Mediterranean, members whose professional expertise lies elsewhere, and international members. In addressing diversity, ASOR also intends better to

enfranchise ethnic and minority communities that have been traditionally underrepresented within the organization.

Accomplishing these goals will require hard work, the development of expertise in emerging areas (such as digital publishing), and sufficient funding. Yet though our plans are ambitious, ASOR's 115+ years of success assure us that our aspirations can be realized. By 2020, ASOR will have advanced its long-standing position as a premier international organization dedicated to exploring, understanding, presenting, and preserving the history and cultures of the Near East and wider Mediterranean.



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The ASOR Strategic Plan, 2016-2020

Preamble

For the past five years (2011-2015), ASOR has been well guided by the Strategic Plan adopted by the Board of Trustees in April 2010. In fact, ASOR has achieved many of the goals identified in the 2011-2015 Strategic Plan, especially with respect to the ASOR Annual Meeting, ASOR Publications, excavation fellowships, programs in public outreach and education, and the promotion of the highest ethical standards of scholarship and public discourse.

ASOR also successfully implemented the organizational restructuring that the 2011-2015 Strategic Plan put forward and realized many of the Strategic Plan's fund-raising goals, through the enormously successful "Building a Foundation for ASOR Campaign." This campaign raised \$1.7 million (approximately 30% more than our \$1.3 million goal) between July 2011 and June 2014.

These accomplishments all provide ASOR with the solid infrastructure it needs to move forward. ASOR's goals for the next five years (2016-2020) are (I) to build on the accomplishments realized in four key program areas—the ASOR Annual Meeting, ASOR Publications, ASOR's relationships with its affiliated Overseas Research Centers, and ASOR's Fellowships and Grants program (Strategic Goals Nos. 1-4)—and (II) to undertake four new initiatives that serve ASOR's increasingly diverse membership. Hereby, it is affirmed that ASOR values diversity, both the diverse interests of its membership, as well as the membership's many diverse constituencies.

Strategic Goals Nos. 5-8 address this diversity. For example, Strategic Goal No. 8, which concerns cultural heritage, addresses ASOR members' increasing interest in heritage protection, preservation, and presentation. Likewise, Strategic Goal No. 5, which concerns fostering our field and the next generation, speaks to ASOR members' growing apprehensions about the diminishing support (in institutions of higher education and elsewhere) for the study of the Near East and wider Mediterranean and outlines strategies for sustaining the ASOR constituents who are most vulnerable in the face of this crisis: ASOR's student members and members just beginning their professional careers.

Strategic Goals Nos. 6 and 7, which concern the greater enfranchisement of ASOR's international members and public outreach, address the needs of ASOR's international constituency and of members whose professional expertise lies elsewhere than the Near East and wider Mediterranean. In addition, ASOR commits to making its diverse constituencies—including members from ethnic and minority communities that have traditionally been underrepresented within ASOR—better represented among ASOR fellowship and grant awardees and Annual Meeting session chairs and in ASOR committees and other governing bodies.

Who We Are and What We Do: ASOR's Mission Statement

ASOR, founded in 1900, is an international organization whose mission is to initiate, encourage, and support research into, and public understanding of, the history and cultures of the Near East and wider Mediterranean, from the earliest times, by:

- Fostering original research, exploration, and archaeological fieldwork;
- Encouraging scholarship in the region's languages, texts, traditions, and histories;
- Disseminating research results and conclusions in a timely manner, through a robust publication program, annual meeting, and other venues;
- Adhering to the highest ethical standards of scholarship and public discourse;
- Upholding the highest academic standards in interdisciplinary research and teaching;
- Promoting educational opportunities for undergraduates and graduates in institutions of higher education around the world;
- Developing engaging programs of outreach for the general public;
- Supporting and participating in efforts to protect, preserve, and present to the public the historic and cultural heritage of the Near East and the wider Mediterranean and to raise awareness of its degradation.

I. Strengthening ASOR's Key Program Areas (Strategic Goals Nos. 1-4)

Strategic Goal No. 1: ASOR's Annual Meeting

Our goal: Conduct an exceptional professional meeting dedicated to scholarship on the history and cultures of the Near East and the wider Mediterranean world.

1A. Promote the Highest Quality Content in the Academic Program

The current quality of the academic program is high. Applications to present papers exceed the number of sessions available, with the result that only the best papers are accepted. Maintaining the current number of sessions for paper presentations (below) will guarantee that the quality of this aspect of the academic program continues. To guarantee this further, the Program Committee will review the Annual Meeting's "ASOR-Sponsored Sessions," to make certain they best represent ASOR members' primary areas of scholarly interest and engagement. Session chairs are also encouraged to recruit paper presenters whose contributions will enhance the quality of the academic program.

Members' research is also productively disseminated through mechanisms other than papers, and ASOR will expand opportunities for poster presentations, roundtable discussions, and similar events at its Annual Meeting. In addition, the ASOR staff will follow the model of other learned societies and enhance the co-curricular component of the Annual Meeting program, by offering museum visits, networking opportunities for various interest groups, and similar activities.

1B. Maintain the Current Number of Paper-Presentation Sessions

The current number of paper-presentation sessions (approximately 96 sessions over the course of a three-day meeting) should remain roughly as is (i) to preserve the intimacy of the meeting, and (ii) to allow meeting participants to attend most (or all) of their desired sessions, with minimal scheduling conflicts.

1C. Increase Annual Meeting Revenue

The Annual Meeting is not financially self-sustaining. To be self-sustaining, ASOR would need to raise the meeting's registration fees, and/or attract more exhibitors, sponsors, and advertising, and/or grow Annual Meeting attendance by 15-20%. Preserving the intimacy of the Annual Meeting, however, is a priority (above), and considerations regarding the meeting's affordability, especially for

scholars who might struggle financially to attend (e.g., junior scholars, international scholars, non tenure-track scholars, independent scholars, retirees), are a priority as well (below).

The ASOR staff will be tasked with developing strategies for increasing Annual Meeting revenue while keeping competing priorities in mind: for example, incrementally growing Annual Meeting attendance in a way that enhances the meeting's quality by bringing in papers about geographic regions and chronological periods in which ASOR members increasingly work (central Asia, the western Mediterranean, medieval archaeology). Increasing the number of exhibitors and sponsors would also increase the quality of the Annual Meeting.

1D. Re-Evaluate the Annual Meeting's Time and Location

Given the reunification of the American Academy of Religion (AAR) and the Society of Biblical Literature (SBL), and the consequence—ASOR's increasing inability to access hotel space reasonably close to the AAR/SBL meeting—ASOR must re-evaluate whether meeting at the same time and in the same location as AAR/SBL remains a viable prospect. Alternatives include (i) meeting on our own; (ii) meeting in conjunction with AAR/SBL on occasion (e.g., every other year); or (iii) meeting in conjunction with another learned society: for example, the Archaeological Institute of America (AIA), the Society for American Archaeology (SAA), the Middle East Studies Association (MESA), or the American Oriental Society (AOS).

ASOR will appoint an *ad hoc* Annual Meeting committee to address this issue. This committee—which will include, among others, representatives from the current Program Committee—will be charged with (i) evaluating the meetings in Atlanta (2015) and San Antonio (2016), to gauge the impact of the lack of geographical proximity to AAR/SBL and the number of ASOR members affected, and (ii) making recommendations about the way forward. These recommendations should be made in time for ASOR to implement potential schedule changes for 2020 (currently scheduled for Boston) or 2021 (currently scheduled for San Antonio). This committee will also consider whether ASOR should approach other organizations, such as the American Research Center in Egypt (ARCE) or the American Research Institute in Turkey (ARIT), to assess whether these organizations are interested in participating in ASOR's Annual Meeting.

Strategic Goal No. 2: Publications

Our Goal: Enhance ASOR’s monograph publishing program and develop new publishing venues appropriate to the twenty-first century.

2A. Expand the Monograph Publication Program

ASOR reaffirms its historic commitment to monograph publishing, as this investment in knowledge production and knowledge dissemination is an important service ASOR provides to its members and to our discipline. As part of this commitment and investment, ASOR will continue to publish three monograph series—the Annual of the American Schools of Oriental Research (AASOR), the Archaeological Reports Series (ARS), and the *Journal of Cuneiform Studies* Supplement Series—and will seek to resume publishing the ASOR Books Series.

In order to facilitate members’ publication efforts, ASOR will seek funding for grants to subsidize subventions for members who publish in ASOR’s monograph series. Consideration should be given to using the (historically modest) revenue generated by the ASOR Books Series as seed money for this subvention fund.

2B. Develop a Digital Publication Program

ASOR acknowledges that publishing in the twenty-first century, especially the publication of archaeological data, requires digital modes of publication that allow for the presentation of hypermedia, videos, three-dimensional reconstructions, and animated fly-throughs. Digital publication also allows for the presentation of the voluminous bodies of evidence now collected during archaeological excavations, thereby advancing stewardship of cultural heritage and promoting responsible research.

ASOR will thus investigate developing a high-quality digital publishing program that makes possible the publication of scholarly works incorporating evolving digital media. ASOR will also investigate the digital publication of classroom resources, such as state-of-the-art textbooks or course modules on various aspects of the archaeology and history of the Near East and wider Mediterranean.

2C. Expand Open Access

In 2015, ASOR made available through Open Access 65 volumes from its various monograph series that were previously available only to Hathi Trust subscribers. Indicated here is ASOR’s deep and fundamental commitment to broad-based

knowledge dissemination, which dictates that as appropriate and as economically feasible, ASOR will expand its Open Access offerings, including some materials published through the digital publication program described above. Expanding Open Access is also important in the case of ASOR monographs, for while ASOR journals are widely (albeit not universally) available in electronic form, the monographs are not.

2D. Determine the Structure for Publications Oversight

The Committee on Publications (COP) will continue to oversee ASOR’s scholarly publications (the three journals and the monograph series).

ASOR’s outreach publications (currently *News@ASOR*, *The ANE Today*, the ASOR Blog, and the ASOR website) are central to ASOR’s presentation of itself to academics and the general public—all of whom are prospective new members and sources of support. It is critical that the content and presentation of these outreach publications be engaging and of the highest quality. Responsibility for their oversight must be determined to ensure excellence, as well as a wider distribution. The Chairs Coordinating Council (CCC) should decide whether this responsibility should be assigned to the Committee on Publications (COP), to the Membership and Outreach Committee, or another body.

“Oversight” of our outreach publications also must be precisely defined. For example, whatever committee is designated to oversee these publications must make decisions regarding the need for a periodic review of the editor of *The ANE Today*, limits to this editor’s term of service, and editorial policy for the ASOR Blog.

Strategic Goal No. 3: ASOR’s International Affiliations

Our Goal: Strengthen relationships with ASOR’s affiliated Overseas Research Centers and develop more robust organizational ties both with other Overseas Research Centers and in regions and countries where overseas research centers are not currently found.

3A. Enhance Relationships with ASOR’s Affiliated Overseas Research Centers

ASOR’s relationships with its affiliated Overseas Research Centers (ORCs)—the W. F. Albright Institute of Archaeological Research in Jerusalem, the American Center of Oriental Research in Amman, Jordan, and the Cyprus American Archaeological Research Institute in Nicosia, Cyprus—are foundational and distinguish ASOR from many other learned societies. ASOR enthusiastically endorses these relationships

and commits itself to exploring how to make them more effective, functional, and mutually beneficial to both ASOR and the affiliated ORCs.

For example, ASOR will provide its excavation fellowship recipients in Israel, Jordan, and Cyprus with information about each country's affiliated ORC, so that the fellowship recipients might stay at, or otherwise connect with, the affiliated ORCs and so the ORCs could help ASOR cultivate a fellowship alumni network (below). Connecting excavation fellowship recipients with the affiliated ORCs also sends recipients a powerful message that "ASOR is there for you in-country."

In addition, ASOR and the affiliated ORCs—in conjunction with the Council of American Overseas Research Centers (CAORC)—will explore working together on funding projects: for example, permanent funding to support the Directors' Exchange program, funding for multi-center fellowships for ASOR members, and funding to bring the affiliated ORCs in-country associates to the ASOR Annual Meeting. Also, we will explore ways that ASOR could pair its commitment to protecting and preserving cultural heritage (below) with the affiliated ORCs' in-country infrastructure to establish programs in sustainable archaeology and heritage protection and preservation (including programs that offer employment opportunities in-country).

In addition, ASOR will explore using the affiliated ORCs as part of ASOR's outreach initiatives (below): for example, developing a travel program that used the affiliated ORCs for lodging and/or other sorts of programming.

3B. Form Stronger Relationships with Other Overseas Research Centers

While ASOR assigns high priority to enhancing its relationships with its affiliated ORCs, ASOR also seeks to develop stronger relationships with ORCs located in other regions where ASOR members work: for example, the American Academic Research Institute in Iraq (TAARII), the American Academy in Rome (AAR), the American Institute for Maghrib Studies (AIMS), the American Institute for Yemeni Studies (AIYS), the American Institute of Iranian Studies (AIrS), the American Research Center in Egypt (ARCE), the American Research Institute in Turkey (ARIT), the American Research Institute of the South Caucasus (ARISC), the American School of Classical Studies at Athens (ASCSA), and the Palestinian American Research Center (PARC).

Facilitating relationships with these ORCs—especially if paired with posting information about them on the ASOR website—would inform ASOR members about the resources of these various centers, as well as informing the ORCs about

each other's resources as they relate to ASOR.

3C. Establish More Overseas Committees

ASOR seeks to expand its formal organizational ties in regions and countries beyond those with affiliated and non-affiliated ORCs (e.g., Sicily, Lebanon, and Libya) by establishing overseas committees within its governance structure, analogous to the already extant Baghdad Committee, Saudi Arabia Committee, and Damascus Committee. These overseas committees could especially help develop programming for relevant sessions at the ASOR Annual Meeting.

Strategic Goal No. 4: Fellowships, Grants, and Other Forms of Support for ASOR Members

Our Goal: Increase the fellowships, grants, and other forms of support available to individual ASOR members and to the faculty, students, and staff of institutional member schools.

4A. Assess Membership Benefits for the Twenty-First Century

ASOR thrives because of its dedicated individual and institutional members, whom ASOR strives to support by providing them with tangible benefits. Historically, these benefits have included subscriptions to ASOR journals. Now, given the ready access many ASOR members have to electronic resources such as JSTOR, and even more so in a world of Open Access, this benefit is no longer as attractive. ASOR must thus identify and provide new and different membership benefits to sustain and grow its individual and institutional membership base, including significant new fellowships and grants. As these fellowships and grants are developed, ASOR will need to determine mechanisms for vetting applicants and awarding funding.

The ASOR staff will also conduct a review of its membership fee structure, in order to ensure ASOR's membership fees—especially for students and recent graduates—are compatible with the realities of the contemporary academy.

4B. Fund More Fieldwork and Fieldwork-Related Research Grants

ASOR has excelled in developing fellowship funds that support students engaging in archaeological fieldwork (approximately \$270,000 in endowed funds raised since 2012). However, ASOR has not met the goal outlined in the 2011-2015 Strategic Plan to fund fieldwork grants to support dig directors. ASOR thus seeks to augment its current Harris Grant program (which awards about \$6000 in funding per year) by raising comparable funds to facilitate key yet discrete activities to benefit dig

directors' archaeological fieldwork: for example, funds to purchase a special piece of equipment, to pay the fees for otherwise unfunded laboratory tests, or to cover the cost of hiring a particular specialist. The Joe D. Seger Excavation Fund, inaugurated in November 2015 with an endowment of \$50,000, marks an important initial step in this development project.

ASOR also seeks to raise funds for grants to support archaeological fieldwork in other ways: for example, grants for subsidizing publication subventions, especially for ASOR monographs (above); grants that help subsidize pre-publication work; and grants demonstrating ASOR's commitment to the communities and countries in which ASOR members work by supporting fieldwork projects that engage surrounding communities or otherwise enhance ASOR's engagement with local or national interests. ASOR's increased commitment to cultural heritage protection and preservation (below) also suggests the development of grants to protect and preserve sites that are at risk.

4C. Create Other Fellowships and Grants that Support ASOR Members

ASOR seeks to raise funds for fellowships and grants to support the work of its members in areas beyond fieldwork-related projects, such as (i) "travel to collections" grants (e.g., funding to conduct work in museum collections; fellowships to work in the ASOR archives); (ii) grants to support travel to and registration for the Annual Meeting, especially for junior scholars and international scholars, as well as for non tenure-track scholars, independent scholars, and similar scholars who otherwise lack the funds to attend; and (iii) grants to support publication of non-fieldwork related scholarship (e.g., publications in the reinvigorated ASOR Books monograph series).

4D. Develop In-House Resources in Support of Archaeological Fieldwork

To encourage the proper archiving of fieldwork records, and to meet the challenge of digital archiving and data recording, ASOR will work to develop and promulgate standards for archiving documentary records in all forms. In order that these archives be of maximal use, and maximally accessible, ASOR will also develop a database documenting the location of fieldwork records, especially the records of ASOR-affiliated projects.

In addition, ASOR will develop web resources to facilitate the work of fieldwork projects by, for example, providing a place for directors to list fieldwork projects that are looking for volunteers, or by providing directors with advice on best

practices about running a field school and about the increasingly important issue of site curation (including long-term site preservation and public presentation). ASOR's website will also provide links to the guidelines and regulations of various Departments of Antiquities that are available on the Internet.

ASOR's web resources will also serve all ASOR members and the members of "Friends of ASOR" by functioning as a clearinghouse for information about archaeological fieldwork in the Near East and wider Mediterranean world.

II. Serving ASOR's Diverse Membership (Strategic Goals Nos. 5-8)

Strategic Goal No. 5: Fostering the Field

Our Goal: Advocate frequently and forcefully on behalf of the scholarly study of the Near East and wider Mediterranean within the academic community and elsewhere, and through this advocacy and other means, engage vigorously in processes and programs that promote the success of the next generation of scholars of the Near East and wider Mediterranean world.

5A. Champion the Study of the Near East and Wider Mediterranean

ASOR is acutely aware that in contemporary institutions of higher education, programs dedicated to the study of the Near East and wider Mediterranean increasingly find themselves under threat. ASOR thus commits to advocate on behalf of academic colleagues whose departments face cuts by their institutions' administrations. Moreover, ASOR will continue to support the development of new programs and the advancement of existing programs dedicated to the study of the Near Eastern and wider Mediterranean world.

ASOR will also seek to promote the study of the Near East and wider Mediterranean by regularly and consistently engaging the national humanities community. For example, ASOR will work with the National Humanities Alliance to advocate on behalf of the field of Near Eastern and wider Mediterranean studies and to assert the overall value of the humanities.

In addition, ASOR will increase its involvement in public advocacy in the federal arena: for example, by speaking out in support of (i) continued or increased NSF funding available to the social sciences (and so to archaeology); (ii) continued or increased funding for the ECA grants that help support ASOR's affiliated ORCs; and (iii) continued or increased NEH funding available for humanities research. ASOR

also will speak out, as appropriate, about funding decisions that negatively affect our mission: for example, the recent NEH decision to cease funding overseas summer institutes and seminars.

In undertaking these efforts, ASOR will seek to work together with other organizations that share these same goals: for example, scholarly organizations such as the AIA, SAA, MESA, AOS, and SBL and like-minded federations such as CAORC. ASOR will also seek to work with individual scholars whose interests intersect with those of ASOR: for example, ASOR will seek to engage cultural resource specialists in discussions about ASOR's work to safeguard and preserve cultural heritage.

5B. Secure the Success of the Next Generation

The threats to programs dedicated to the study of the Near East and wider Mediterranean in contemporary institutions of higher education (above) affect most profoundly and alarmingly the career prospects of scholars within these programs, especially the scholars of the next generation. ASOR is thus committed to doing all it can to advance the careers of these scholars.

For example, in addition to raising funding support to help these scholars participate in ASOR's Annual Meeting (above), ASOR will look for ways to increase the involvement of graduate students and junior scholars in the Annual Meeting as part of their training and development as academics. In particular, ASOR will explore ways of enhancing graduate students' and junior scholars' engagement in modes of research presentations (poster presentations, roundtable discussions) that are emerging alongside traditional paper presentations (above).

ASOR will also increase the number of junior scholars who serve as session chairs, perhaps pairing them with more established chairs to increase mentoring and networking opportunities. ASOR also stands ready to support its junior scholars at their home institutions by, for example, writing in support of junior faculty members' reappointment and tenure cases.

At the same time, ASOR recognizes that faculty positions in institutions of higher education are no longer as likely a career option for scholars in Near Eastern and wider Mediterranean studies. ASOR thus seeks opportunities to support the professional development of scholars who may not pursue, or who are no longer pursuing, a career as a faculty member in an institution of higher education. ASOR will present programming on various career tracks at its Annual Meeting: for example, NGOs, government agencies, IT, consulting, cultural resource

management, museum work, and publishing and journalism. ASOR will also explore using its various publications as venues for discussing careers outside the academy.

The Junior Scholars discussion at the Annual Meeting is another place where conversations about different career tracks is likely to take place, and this event will be better publicized. ASOR will in addition work to enhance its job posting site by using part of the site to post non-academic jobs and to link to other sources for non-academic careers (e.g., www.usajobs.gov, to search for federal positions available in archaeology).

Finally, ASOR recognizes that the “next generation” includes not just current graduate students and recently minted Ph.D.’s, but undergraduates and K-12 students. As part of its expanded outreach programs (below), ASOR aims to build on the very successful teacher educational workshops that have been held in conjunction with the Annual Meeting to develop resources that individual members and regional societies can use in other contexts: for example, to reach out to local K-12 schools. Excavation scholarships are the primary way ASOR reaches out to undergraduates (as well as graduate students). ASOR will increase its engagement with those students by increasing excavation fellowship award amounts and by cultivating a fellowship “alumni” community.

Strategic Goal No. 6: An Increased International Identity for ASOR

Our Goal: Expand ASOR’s increasingly large community of international members (about 22% of our membership, from 35 countries outside North America) and enhance ASOR’s engagement with them.

6A. Increase International Members’ Access to ASOR

Ensuring international members’ full access to ASOR’s programs and benefits is among ASOR’s highest priorities. ASOR is thus proud that at its November 2015 meeting, the Committee on Archaeological Research and Policy (CAP) changed its long-standing policy regarding CAP affiliation for fieldwork projects so that ASOR’s international members are now eligible to apply. This change was unanimously endorsed by the ASOR Board of Trustees.

Going forward, ASOR seeks to do more by developing fellowships to support travel to the ASOR Annual Meeting for (among others) international scholars (above). Other funding sources should also be explored, including (i) formalizing the funding partnership that has recently allowed Iranian scholars to attend the Annual Meeting; (ii) seeking out similar funding to support the participation of Lebanese scholars; (iii) working with the affiliated ORCs—and in conjunction with CAORC—

to identify funding (possibly from the Department of State or the European Union) to support travel fellowships for scholars from the ORC countries to come to the ASOR Annual Meeting.

ASOR realizes, however, that it is not possible to raise enough funding to support the travel needs of all its international members requiring aid, and ASOR thus aspires to bring the sort of scholarship showcased at its Annual Meeting to its members outside North America. For example, ASOR will explore ways it might participate in international conferences and/or symposia. Possibilities include an ASOR session, or sessions, and/or an ASOR reception or booth, at the International Congress on the Archaeology of the Ancient Near East (ICAANE); ASOR's joining as a partner in international symposia being planned by kindred organizations; or a symposium hosted by ASOR and one of ASOR's affiliated ORCs. Through these means, ASOR aims to offer its international members a better and more sustained opportunity to experience the benefits of ASOR membership.

ASOR does not, however, seek to develop internationally-based programming that competes with its North American meeting. Moreover, ASOR is committed to making any international programming completely self-sustaining.

The ASOR Office, in conjunction with the Membership and Outreach Committee, should develop plans for these efforts at internationally-based programming (location, time, financial model), at which point the Chairs Coordinating Council will need to develop structures for oversight (especially of ASOR's contributions to an academic program).

6B. Ensure ASOR's International Members are Fully Enfranchised

ASOR's Membership and Outreach Committee—a key player in ASOR's work of better serving its international members—has committed to expanding its membership to include multiple international members. ASOR aims to build on the Committee's work by ensuring that international members are better represented elsewhere on ASOR committees and in other governing bodies and among Annual Meeting session chairs.

ASOR's name—the American Schools of Oriental Research—reflects profoundly the organization's origins and early history: a North American-based organization committed to the study of the Near East (or, in the parlance of ASOR's founders, the "Orient"). This name, however, may no longer reflect the organization's twenty-first century identity. This issue—which also has implications for outreach and ASOR's work beyond the academy—will be taken up by the Board of Trustees.

Strategic Goal No. 7: Outreach

Our Goal: Expand our outreach efforts to, and engagement with, the general public.

7A. Strengthen Current and Future Outreach Efforts

Public service and outreach are central to ASOR's mission. Our Board of Trustees proudly includes trustees whose professional expertise lies elsewhere than the Near East and wider Mediterranean and who play key roles in ASOR's leadership. In addition, all ASOR programs are open to the public, and our members regularly make themselves available to serve the public through lectures, advising, and other activities. Moreover, ASOR offers several online and print publications designed specifically to address the general public's interests in the ancient Near East and wider Mediterranean world.

ASOR is committed to expanding its outreach efforts. For example, ASOR should explore creating a "consumer-friendly" outreach program to be held in conjunction with its Annual Meeting. Because outreach often happens at the local level, we also aim to make resources available—especially digital resources—for ASOR members to use in their own communities (e.g., in local schools). ASOR should in addition explore ways in which it could form partnerships to enhance its outreach efforts: for example, partnerships with media outlets or partnerships with digital resource developers.

ASOR also intends to expand membership in the "Friends of ASOR" program beyond the approximately 12,500 currently enrolled, by offering these members additional opportunities to engage with ASOR's people and programs. By 2020, we aim to be at least halfway to our ultimate goal of 50,000 members.

7B. Provide Staffing Support

ASOR will seek permanent funding for the position of Outreach Specialist in the ASOR Office. The Outreach Specialist will facilitate ASOR's public service efforts (media contacts, lectures, special events), outreach publications (*News@ASOR*, *The ANE Today*), social media initiatives (Facebook, the ASOR Blog, Twitter, ASORtv, etc.), and educational programming.

Strategic Goal No. 8: Cultural Heritage

Our Goal: Participate energetically in worldwide efforts to protect, preserve, and present to the public all aspects of the cultural heritage of the Near East and wider Mediterranean.

8A. Protect and Preserve Cultural Heritage

ASOR seeks to promote engagement with and understanding of all aspects of cultural heritage in the Near East and wider Mediterranean world. ASOR recognizes that the protection and preservation of the cultural heritage of the region is at the core of its mission and an area of profound interest to its membership.

ASOR, especially through its Cultural Heritage Initiatives Program, will continue to participate in large-scale governmental and non-governmental projects to protect, preserve, and promote awareness about all aspects of the cultural heritage of the Near East and wider Mediterranean world, provided such projects are appropriate, effective, financially viable, and can be managed within the resource structure of the organization. ASOR also commits to encourage complementary initiatives and efforts by its members.

8B. Promote Site Preservation, Documentation, and Presentation

ASOR seeks to use its membership and host-country facilities and contacts to develop resources and programs for site preservation, documentation, and presentation. ASOR commits to promote activities to encourage public engagement with, and advocacy for, the cultural heritage of the region.

Conclusion

Firmly grounded in its long-standing mission and distinguished history, ASOR continues to aim ever higher. Indeed, this Strategic Plan propels ASOR on a trajectory that is both wider in the scope of its research and programs and more intentionally focused on supporting its increasingly diverse members. Over the next five years, as ASOR accomplishes the eight strategic goals outlined above, the organization will enhance its long-standing position as a premier international learned society dedicated to examining, understanding, presenting, and preserving the history and cultural heritage of the Near East and wider Mediterranean. Through the ongoing participation and committed support of members, friends, and enthusiasts, ASOR will carry out this vision to dig deeper and reach higher.

Submitted by the ASOR Strategic Planning Task Force: Susan Ackerman (Chair), Gary Arbino, Vivian Bull, Richard Coffman, Sharon Herbert, Ann-Marie Knoblauch, Øystein LaBianca, Heather Parker, B. W. Ruffner, Frederick Winter, J. Edward Wright



Tab 15

ASOR FY 2016 and FY 2017 Budgets

American Schools of Oriental Research
Comparison of FY 2015 Budget to Forecasted Actual
Revenue and Expenses/Proposed FY 2016 Budget
April 2015

INCOME		FY2015 Budget	FY2015 Forecast	FY2016 Budget
Notes:				
Annual Meeting:				
1	-Registration fees and other income	\$ 210,000.00	\$ 215,661.82	\$ 215,000.00
2	-Other educational events	\$ 60,000.00		
	-Designated gifts for other events	\$ 15,000.00		
Archaeological and Policy Support:				
3	-Fellowships Awarded (Heritage, Plant, Designated, etc.)	\$ 55,000.00	\$ 48,000.00	\$ 50,000.00
3	-Fellowships Endowment (P.E. MacAllister, Meyers/Wright, Strange, C&E Meyers)	\$ 125,000.00	\$ 78,500.00	\$ 40,000.00
4	-Field Research Support (current Harris distribution)	\$ 7,500.00	\$ 4,500.00	\$ 10,000.00
4	-Field Research Support (endowment)	\$ 5,000.00		\$ 50,000.00
5	-Directors exchange funds	\$ 4,154.00	\$ 4,154.54	
6	-Campaign Support for Online Digital Media Resources	\$ 66,500.00	\$ 37,000.00	\$ 40,000.00
7	-Nies Trust income	\$ 25,000.00	\$ 19,000.00	\$ 20,000.00
8	Syrian Heritage Initiative (SHI)			
8	-Revenue not used from TR account for social media because SHI	\$ (30,000.00)	\$ -	
8	-SHI revenue for continuing FY14 ASOR staff salaries	\$ 16,500.00	\$ 31,000.00	\$ 20,000.00
8	-SHI revenue for new employees	\$ 276,750.00	\$ 325,000.00	\$ 430,675.00
8	-SHI revenue for travel expenses	\$ 28,580.00	\$ 25,880.00	\$ 30,000.00
8	-SHI revenue for equipment and/or rent	\$ 9,000.00	\$ 16,000.00	\$ 5,000.00
8	-SHI revenue for contractors	\$ 144,000.00	\$ 141,000.00	\$ 135,000.00
8	-SHI revenue for supplies and other	\$ 40,750.00	\$ 31,700.00	\$ 20,500.00
8	-SHI revenue for indirect costs (will be used for some ASOR staff and digital media)	\$ 84,420.00	\$ 97,000.00	\$ 131,325.00
8	-Money set aside for SHI audit			
Archives Project				
9	-Salaries ASOR staff			
	-Salaries Archivist, asst.			
	-Consultant and travel			
	-Supplies and services			
9	-External funds raised	\$ 25,000.00	\$ 25,000.00	\$ 1,000.00
Journals/Memberships:				
10	-Subscriptions/memberships	\$ 400,000.00	\$ 380,000.00	\$ 395,000.00
11	-Royalties and advertising	\$ 39,500.00	\$ 59,500.00	\$ 41,000.00
12	-Support from OF and gifts	\$ 10,000.00	\$ 4,131.80	\$ 500.00
12	-Other Journal Support		\$ 3,741.61	
Books:				
13	-Funds from Opportunity Fund	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
13	-Sales revenue designated for Opportunity Fund	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	- Book subventions		\$ 10,000.00	
Undesignated Revenue:				
14	-Annual fund contributions	\$ 100,000.00	\$ 65,000.00	\$ 80,000.00
15	-Institutional memberships	\$ 85,000.00	\$ 81,000.00	\$ 81,000.00
16	-Distribution from Endowment	\$ 17,000.00	\$ 19,121.00	\$ 20,500.00
17	-Investment income	\$ 2,600.00	\$ 4,500.00	\$ 4,500.00
18	-Administrative fees and misc. income	\$ 8,500.00	\$ 6,686.64	\$ 7,200.00
Other Designated Revenue:				
19	-Designated gifts for Endowment	\$ 10,000.00	\$ 1,500.00	\$ 85,000.00
20	-Other designated gifts (including printing)	\$ 5,000.00	\$ 850.00	\$ 1,000.00
21	-Development Fund and designated gifts		\$ 1,050.00	\$ 1,000.00
In-kind Donations:				
22	-Rent subvention from BU	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00
23	-In kind legal	\$ 5,000.00	\$ 5,000.00	\$ 20,000.00
Total Income		\$ 1,919,754.00	\$ 1,810,477.41	\$ 2,004,200.00

EXPENSES

Notes:

		FY2015 Budget	FY2015 Forecast	FY2016 Budget
Annual Meeting:				
1	-Annual meeting expenses	\$ 85,000.00	\$ 113,831.19	\$ 85,000.00
2	-Other Educational Events	\$ 75,000.00		
Archaeological and Policy Support:				
3	-Fellowships Awarded (Heritage, Platt, Designated, etc.)	\$ 55,000.00	\$ 48,000.00	\$ 50,000.00
3	-Fellowships Endowment (P.E. MacAllister, Meyers/Wright, Strange, C&E Meyers)	\$ 126,000.00	\$ 78,500.00	\$ 40,000.00
4	-Field Research Support (current Harris distribution)	\$ 7,500.00	\$ 4,500.00	\$ 10,000.00
4	-Field Research Support (endowment)	\$ 5,000.00		\$ 50,000.00
5	-Directors exchange funds	\$ 4,154.00	\$ 4,154.64	\$ -
6	-Campaign Support for Online Digital Media Resources	note: allocated		
7	-Nies Trust expenses	\$ 17,500.00	\$ 11,500.00	\$ 12,500.00
8	-New employees for SHI project and ASOR	\$ 318,750.00	\$ 360,000.00	\$ 443,000.00
8	-Travel for SHI project	\$ 28,580.00	\$ 25,880.00	\$ 30,000.00
8	-Equipment and computers for SHI project	\$ 9,000.00	\$ 16,000.00	\$ 5,000.00
8	-Contractors for SHI project	\$ 144,000.00	\$ 145,000.00	\$ 135,000.00
8	-SHI project supplies, mitigation projects, and other	\$ 40,750.00	\$ 31,700.00	\$ 20,500.00
8	-Contingency for SHI project office and indirect expenses	\$ 28,920.00	\$ 74,000.00	\$ 34,700.00
8	-Money set aside for SHI audit		\$ 15,000.00	\$ 15,000.00
	-Regional meetings/Lecture series	\$ 2,000.00		\$ -
24	-Chair support (moved from allocable exp.)	\$ 8,000.00	\$ 7,500.00	\$ 7,500.00
25	-Travel for arch. Support	\$ 2,000.00		\$ 2,000.00
26	-Meetings (moved from allocable exp.)	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
27	-Website (moved from allocable exp.)	\$ 15,000.00	\$ 1,000.00	\$ 20,000.00
28	-Presidential discretionary wxpenses			\$ 3,000.00
	Tel El Hesi distributions			
	Dead Seas distributions			
Archives Project:				
9	-Consultant and travel	\$ 1,000.00		\$ 1,000.00
9	-Supplies and services	\$ 2,000.00	\$ 137.11	\$ 1,000.00
9	-Contract services and salaries	\$ 7,500.00	\$ 25,200.00	\$ -
Journals/Memberships:				
28	-BASOR (2 issues per year)	\$ 76,000.00	\$ 80,200.00	\$ 76,000.00
28	-NEA (4 issues per year)	\$ 66,000.00	\$ 68,750.00	\$ 66,000.00
28	-JCS (ASOR portion)	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
7	-JCS (Nies Trust portion)	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
	-JCS Supplement			
28	-Newsletter			
29	-JSTOR	\$ 10,000.00	\$ 7,400.00	\$ 8,000.00
30	-Other journal expenses	\$ 2,000.00	\$ 1,500.00	\$ 2,000.00
31	-Membership, FOA & Informz expenses	\$ 25,000.00	\$ 27,000.00	\$ 25,000.00
Books:				
13	-Book production	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
13	-Transfer of book revenue to Opportunity Fund	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Other Designated Expense:				
19	-Designated gifts for Endowment	\$ 10,000.00	\$ 1,500.00	\$ 85,000.00
20	-Other designated gifts (including printing)	\$ 5,000.00	\$ 850.00	\$ 1,000.00
21	-Development Fund and designated gifts			
Allocable Expenses:				
32	-Salaries and benefits	\$ 545,000.00	\$ 465,300.00	\$ 551,000.00
22	-Rent subvention from BU	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00
33	-Telephone and Utilities	\$ 7,000.00	\$ 7,200.00	\$ 7,500.00
34	-Postage, Postage mach. and Copier	\$ 12,500.00	\$ 12,000.00	\$ 12,500.00
35	-Bank charges	\$ 7,000.00	\$ 7,500.00	\$ 8,000.00
36	-Insurance	\$ 11,500.00	\$ 9,000.00	\$ 12,000.00
37	-Audit	\$ 20,500.00	\$ 20,385.15	\$ 23,000.00
38	-Equipment and supplies (incl. computers)	\$ 10,000.00	\$ 9,000.00	\$ 11,000.00
39	-Avecra expenses	\$ 11,000.00	\$ 8,400.00	\$ 11,000.00
40	-Office events, Jibrin, Payroll services, consulting	\$ 5,000.00	\$ 4,500.00	\$ 5,000.00

	FY2015 Budget	FY2015 Forecast	FY2016 Budget
41 -Dues, etc.	\$ 7,000.00	\$ 6,800.00	\$ 8,000.00
42 -Travel	\$ 14,500.00	\$ 14,000.00	\$ 15,000.00
23 -In kind legal	\$ 5,000.00	\$ 5,000.00	\$ 20,000.00
43 -Development	\$ 5,100.00	\$ 4,000.00	\$ 5,000.00
44 -Depreciation		\$ 4,000.00	\$ 4,000.00
45 -Bad Debts			
46 -Contingency for office space rental (SHI) -Tell el Hesi Account transfer			
Total Expenses	\$ 1,919,754.00	\$ 1,809,187.99	\$ 2,004,200.00
Total	\$ -	\$ 1,289.42	\$ -

American Schools of Oriental Research
Notes to FY 2015 Budget to Forecast Comparison and [Proposed] FY 2016 Budget
April 18, 2015

1. Annual meeting income/expenses. Income includes registration fees, exhibitor fees, program advertising, grants (TFBA, AIIrS), hotel concessions and reimbursements from research centers. While the annual meeting revenue was +\$5600 because of strong registrations and concessions from the hotel, the corresponding expenses were +\$28,000; the projected \$22,500 net loss is principally due to the SHI festivities, increased audio/visual expenses, and the decision to pay additional reception expenses (including additional expenses pertaining to the Thursday night event). FY 2016 is budgeted at the FY 2015 level.

2. No ASOR/BAS events occurred in FY 2015, and none are planned for FY 2016.

3. Fellowship income.

a. FY 2015. Amounts listed are the distributions from all of the ASOR fellowships accounts, annual gifts to March Fellowship Madness, the Heritage program and other designated gifts. Fellowship income includes, for the first time, the William G. Dever Archaeological Fellowship for Biblical Scholars. The fellowship income forecast is preliminary because some Heritage donors who gave in FY 2014 have not yet made their FY 2015 gifts. Endowment gifts include gifts to the MacAllister Fund, Meyers/Wright Fund, and Strange/Midkiff Fund.

b. FY 2016. The budget is at near the same level of the FY 2016 forecast for fellowships awarded. The budgeted endowment amount includes finishing a challenge campaign for the Meyers Fellowship.

4. Field Research Support (for affiliated projects).

a. FY 2015. The forecast is preliminary because the Committee has not made its final determination. About \$6,000 will remain in the TR account at the end of the fiscal year. No designated gifts were received.

b. FY 2016. The forecast includes approximately \$5,000 of Harris revenue plus funds left over from the previous year. Designated gifts are forecasted to be \$50,000 due to an anticipated challenge gift.

5. Directors' exchange funds. The remaining funds were used in FY 2015 to pay travel expenses incurred by the CAARI Director and AIAR Director. Because this temporarily restricted account is fully depleted, there is not a budget line item for FY 2016 and beyond.

6. Support for online digital media resources. This line item continues to be a priority as identified in the Foundational Campaign.

a. **FY 2015.** This figure consists of the funds spent in FY 2015. About \$27,000 will be left in this temporarily restricted account to be spent in FY 2016. This line item supports the Friends of ASOR initiative, and also includes designated support for News@ASOR by the Kershaw Family Trust.

b. **FY 2016.** This figure consists of the amount to be carried over from FY 2015 and two anticipated designated gifts.

7. **Nies Trust.** This figure consists of \$7,500 of JCS support, and the remaining trust funds for the Mesopotamian Fellowship and other Baghdad Committee activities.

8. **ASOR Syrian Heritage Initiative.** The SHI is anticipated to continue in FY 2016; similar funding is forecasted with only a cost of living increase. Approximately 17% of the SHI funds are allocated to cover ASOR's overhead and administrative expenses dedicated to the project. That said, revenues and expenses continue to be negotiated with the State Department. The expenses reflect the best estimate as of the date the budget was prepared, and the Executive Director, President, and Treasurer will make sure the final agreement does not negatively impact the organization's bottom line.

9. **Archives Project.** This FY 2015 amount consists of David Berg Foundation funds spent on the Glueck Collection. Apart from one \$500 donation, all of the funds were deferred from FY 2014 and kept in the temporarily restricted account for use in FY 2015. The FY 2016 budgeted amount reflects minimal fundraising since it is uncertain if the David Berg Foundation will award new funding.

10. **Subscriptions and memberships revenue.** The projected FY 2015 shortfall is due to (i) an unforeseen bankruptcy of one of the agencies (Swets), (ii) a drop in revenue from the JSTOR Current Scholarship Program, and (iii) the level of effort spent on the SHI and ASOR's outreach initiatives. The ASOR staff is actively working on ways to recoup the Swets customers and, as of today, has identified and captured approximately 50% of the Swets customers. This number may increase since some of the customers have a June 30, 2015 subscription expiration date. The staff also is working on a plan to grow subscription revenue in general.

11. **Royalties and advertising.** FY 2015 actual income was higher than budgeted due to a one-time royalty payment of approximately \$20,000 resulting from an agreement with Logos Systems to provide a searchable version of JCS, BASOR, and NEA on the Internet. The Executive Director and Publications Manager negotiated this agreement in FY 2014, and online sales have greatly exceeded expectations. While a positive benefit to the organization, it cannot be forecasted to repeat itself in FY 2016. FY 2016 revenue includes only the expected revenue streams, which are forecast to increase slightly.

12. **BASOR and NEA support.** Opportunity Fund support for BASOR and UBC support for NEA, which were used to fund Aries Systems Corporation for both journals. BASOR is over budget because the previous editor was paid concurrently with the new editors

for six months in FY 2015. The Opportunity Fund may be used to pay the overage if it cannot be absorbed elsewhere. A return to prior year levels is budgeted for FY 2016.

13. Book proceeds from the Opportunity Fund and from sales. This is an in and out item that impacting Board-designated unrestricted net assets, but not impacting net assets available for operations.

14. Annual Fund. The projected FY 2015 shortfall is because ASOR has recently encouraged gifts to support areas identified in the strategic plan and Foundational Campaign. Overall giving is on par with previous years, especially when foundation support is taken into account. The FY 2016 Annual Fund is budgeted for \$80,000, which is below the typical \$100,000 level, but more in keeping with the FY 2015 experience.

15. Institutional memberships have leveled out at approximately 80 institutions.

16. Endowment distribution. There is a slight increase in the distribution due to positive market returns, and steady, but modest, contributions to the endowment.

17. Interest income remains low due to low rates.

18. Administrative fees and misc. income. A slight increase is projected for FY 2016 due to higher market values and more permanently restricted funds.

19. Designated gifts for Endowment. A relatively small amount is forecasted for FY 2015. The FY 2016 budgeted amount includes an anticipated legacy gift from the W. Weir Estate. ASOR has been notified of the gift, but the Estate will not be settled until sometime in FY 2016. It is uncertain at this point where the Board will place these new permanently restricted funds, so they have been accounted for here as a placeholder.

20. Other designated gifts. From time to time, ASOR receives designated gifts to reimburse the organization for designated expenses.

21. Development Fund and designated gifts. These gifts support development travel, fundraising events, and other development expenses.

22. Rent. In-kind support from Boston University.

23. Other In-kind gifts. In/out items that do not affect the profit/loss of the organization. The principal in-kind gift is legal services performed by Arnold and Porter.

24. Chair support. Funding to support the work of the Chairs of the academic committees. Expense items include travel, meals, receptions for Chairs, special requests, and CCC expenses (including a retreat, if any).

25. Travel for Archaeological Support. Travel support for the Executive Director and other staff or officers to visit archaeological sites or affiliated research centers. Expenditures

have been minimal to non-existent in recent years because designated gifts (usually by the Executive Director) have paid such expenses.

26. Meetings. Meetings other than the annual meeting, including Board meetings and other special events and conferences.

27. Website. Increased funds have been allocated to this line item over the last few years, but have not been spent because other expenses required management. The FY 2016 budgeted amount has been increased to \$20,000 because it has been reported by quite a few groups (including the CCC) that the ASOR website is in need of a major upgrade. While \$20,000 will not accomplish the entire task, it will pay for a significant portion of the upgrade.

28. Presidential discretionary expenses. Funds the President may allocate for events or special needs in his or her discretion. The funds also may be used to cover expenses the President may incur working as a volunteer on behalf of ASOR.

29. Journal expenses. Increased BASOR budget instituted a few years ago for color and 25% more pages. The organization incurred some one-time expenses moving to an editorial manager system in FY 2015. BASOR was over budget in FY 2015, in part, because the previous editor was paid a reduced rate for six months concurrently with the new editors. BASOR and NEA expenses are budgeted to return to FY 2014 levels in FY 2016.

30. JSTOR. Expenses to provide online access to ASOR journals through JSTOR CSP—excluding sales commissions and other charges deducted directly from JSTOR revenue.

31. Other Journal Expenses. Includes expenses incurred by the Publications Manager to provide materials to the printers and journal editors.

32. Membership, FOA and Informz expenses. Direct expenses of the Friends of ASOR and membership drives not included in the salaries line item, including a stipend for the editor of ANE Today, Informz expenses and News@ASOR expenses (excluding staff time).

33. Salaries and benefits. The FY 2015 forecasted actual amount is less than the budgeted amount due to sound fiscal management and the ability to charge a significant portion of the expense to the SHI (in addition to charging overhead and administrative expenses to the SHI as described in Note 8). FY 2016 budgeted salaries and benefits include a 1.5% increase for raises and a 3% increase to enable ASOR to offer retirement benefits, effective January 1, 2016. FY 2016 salaries and benefits assume a full-time meetings manager. FY 2016 salaries and benefits pertaining to the SHI are included in SHI expenses.

34. Telephone and Utilities. FY 2016 budgeted expense is based on the FY 2015 forecasted actual expense.

35. Postage, Postage machine and copier. FY 2016 budgeted expenses are based on the FY 2015 forecasted actual expenses.

36. Bank Charges. FY 2016 budgeted expense is based on the FY 2015 forecasted actual expense. Bank charges (credit card fees) continue to increase each year as more memberships, registrations, and donations are made online.

37. Insurance. FY 2016 budget is based on the FY 2015 forecasted actual expense.

38. Audit. The annual audit expense is forecasted to increase due to the substantially increased budget. That portion of the increased audit expense attributable to the A-133 audit required for the SHI is included in the SHI portion of the budget.

39. Equipment and Supplies. FY 2016 budgeted expense is based on the FY 2015 forecasted actual expense. Expenses are anticipated to be slightly higher in FY 2016 because of the need for a new copier and several new computers.

40. Avectra expenses. Pertain to ASOR online store and database.

41. Office events, Jibrin, Payroll, and other expenses. FY 2016 budgeted expense is based on the FY 2015 forecasted actual expense. The Jibrin expense is a retirement benefit paid by ASOR to the widow of a former AIAR cook (Omar Jibrin) as part of a long-standing agreement. Payroll expenses are for PayChex to process ASOR's payroll and related expenses.

42. Dues, etc. FY 2016 budgeted expense is based on the FY 2015 forecasted actual expense, including dues for organizations, such as ACLS and NHA, but excluding dues for individual staff members or ASOR officers.

43. Travel. Includes the Executive Director's travel account (\$8,000) and travel expenses incurred by staff members to travel to Board meetings, conferences, development meetings, and other events. SHI travel is included in the SHI portion of the budget.

44. Development. Now that the temporarily restricted fund is depleted, this expense will be approximately \$5,000 per year unless there are special events, which will cause the expense to be higher. This budget item also provides funds for the President, Development Committee Chair, and Executive Director to use for fundraising and development purposes.

45. Depreciation. A non-cash expense calculated by the auditors during the annual audit that does not affect the unrestricted budget.

46. Bad Debt Expense. Past outstanding pledges have been paid. No bad debts are anticipated for FY 2015 or FY 2016.

47. Tell el-Hesi Account transfer. A transfer of funds that have been held in the temporarily restricted account since the 1970's. ASOR has not used the funds for any purpose other than the Hesi project, and has never received an administrative fee for the account. By mutual agreement, the funds were transferred to a temporarily restricted account at Mississippi State University to directly pay for work at Tell el-Hesi.

American Schools of Oriental Research
Comparison of FY 2016 Budget to Forecasted Actual Revenue and Expenses/Proposed FY 2017 Budget
April 2016

Notes	INCOME	FY16 Budget	FY16 Forecast	FY17 Budget
	Annual Meeting:			
1	-Registration fees and other income	\$ 215,000.00	\$ 220,991.03	\$ 225,000.00
2	-Other educational events			
	-Designated gifts for other events			
	Archaeological and Policy Support:			
3	-Fellowships Awarded (Heritage, Platt, Designated, etc.)	\$ 50,000.00	\$ 55,000.00	\$ 50,000.00
3	-Fellowships Endowment (P.E. MacAllister, Meyers/Wright, Strange, C&E Meyers)	\$ 40,000.00	\$ 27,500.00	\$ 25,000.00
4	-Field Research Support Awarded (Harris and Seger distribution)	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00
4	-Field Research Support Endowment (Harris and Seger)	\$ 50,000.00	\$ 31,979.00	\$ 25,000.00
5	-Directors exchange funds	\$ -	\$ -	\$ -
6	-Support for Online Media and FOA TR Releases	\$ 40,000.00	\$ 38,000.00	\$ 38,000.00
7	-Niles Trust income	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
8	Syrian Heritage Initiative (SHI)			
8	-Revenue not used from TR account for social media because CHI			
8	-CHI revenue for continuing ASOR staff salaries	\$ 20,000.00	\$ 19,350.77	\$ 20,000.00
8	-CHI revenue for new employees	\$ 430,675.00	\$ 278,519.54	\$ 285,000.00
8	-CHI revenue for travel expenses	\$ 30,000.00	\$ 18,534.30	\$ 25,000.00
8	-CHI revenue for equipment and/or rent	\$ 5,000.00	\$ 6,000.00	\$ 5,000.00
8	-CHI revenue for contractors	\$ 135,000.00	\$ 156,942.00	\$ 225,000.00
8	-CHI revenue for supplies and other	\$ 20,500.00	\$ 1,500.00	\$ 2,500.00
8	-CHI revenue for indirect costs (will be used for some ASOR staff and digital media)	\$ 131,325.00	\$ 94,082.52	\$ 106,000.00
8	-CHI other direct costs (Cultural Heritage Monitor)		\$ 79,580.00	\$ 60,000.00
8	-CHI designated gifts and grants		\$ 65,000.00	\$ 75,000.00
8	-Money set aside for CHI audit		\$ 6,000.00	\$ -
	Archives Project			
9	-Salaries ASOR staff		\$ 6,045.00	\$ 1,500.00
	-Salaries Archivist, asst.			
	-Consultant and travel			
	-Supplies and services			
9	-External funds raised	\$ 1,000.00	\$ 100.00	\$ 100.00
	Journals/Memberships:			
10	-Subscriptions/memberships	\$ 395,000.00	\$ 390,000.00	\$ 400,000.00
11	-Royalties and advertising	\$ 41,000.00	\$ 58,000.00	\$ 50,000.00
12	-Support from OF and gifts	\$ 500.00	\$ 300.00	\$ 500.00
12	-Other Journal Support		\$ 2,500.00	\$ 1,000.00
	Books:			
13	-Funds from Opportunity Fund	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
13	-Sales revenue designated for Opportunity Fund	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	-Book subventions			\$ -
	Undesignated Revenue:			
14	-Annual fund contributions	\$ 80,000.00	\$ 64,000.00	\$ 80,000.00
15	-Institutional memberships	\$ 81,000.00	\$ 79,000.00	\$ 80,000.00
16	-Distribution from Endowment	\$ 20,500.00	\$ 21,672.00	\$ 22,400.00
17	-Investment income	\$ 4,500.00	\$ 3,100.00	\$ 3,500.00
18	-Administrative fees and misc. income	\$ 7,200.00	\$ 7,991.57	\$ 8,000.00
	Other Designated Revenue:			
19	-Designated gifts for Endowment	\$ 35,000.00	\$ 75,535.00	\$ 5,000.00
20	-Other designated gifts (including printing)	\$ 1,000.00		
21	-Development Fund and designated gifts	\$ 1,000.00	\$ 750.00	\$ 1,000.00
22	-NEH Summit		\$ 22,406.51	\$ 5,000.00
	In-kind Donations:			
23	-Rent subvention from BU	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00
24	-In kind legal	\$ 20,000.00	\$ 65,000.00	\$ 50,000.00
	Total Income	\$ 2,004,200.00	\$ 1,994,379.24	\$ 1,968,500.00

Notes

EXPENSES

		FY16 Budget	FY16 Forecast	FY17 Budget
	Annual Meeting:			
1	-Annual meeting expenses	\$ 85,000.00	\$ 121,874.83	\$ 121,000.00
2	-Other Educational Events			
	Archaeological and Policy Support:			
3	-Fellowships Awarded (Heritage, Platt, Designated, etc.)	\$ 50,000.00	\$ 55,000.00	\$ 50,000.00
3	-Fellowships Endowment (P.E. MacAllister, Meyers/Wright, Strange, C&E Meyers, Joe Seger)	\$ 40,000.00	\$ 27,500.00	\$ 25,000.00
4	-Field Research Support (current Harris distribution)	\$ 10,000.00	\$ 10,000.00	\$ 5,000.00
4	-Field Research Support (endowment)	\$ 50,000.00	\$ 31,979.00	\$ 25,000.00
5	-Directors exchange funds	\$		
6	-Campaign Support for Online Digital Media Resources			
7	-Nies Trust expenses	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00
8	-New employees for CHI project and ASOR	\$ 443,000.00	\$ 278,519.54	\$ 285,000.00
8	-Travel for CHI project	\$ 30,000.00	\$ 18,534.30	\$ 25,000.00
8	-Equipment and computers for SHI project	\$ 5,000.00	\$ 6,000.00	\$ 5,000.00
8	-Contractors for SHI project	\$ 135,000.00	\$ 156,942.00	\$ 225,000.00
8	-CHI project supplies, mitigation projects, and other	\$ 20,500.00	\$ 1,500.00	\$ 2,500.00
8	-CHI other direct costs (CHM)		\$ 72,580.00	\$ 60,000.00
8	-Contingency for SHI office and non-direct expenses	\$ 34,700.00		\$ 10,000.00
8	-CHI non federal expenses		\$ 58,500.00	\$ 62,250.00
8	-Money set aside for SHI audit	\$ 15,000.00		\$ 8,000.00
25	-Chair support (moved from allocable exp.)	\$ 7,500.00	\$ 10,000.00	\$ 7,500.00
26	-Travel for arch. Support	\$ 2,000.00	\$ 1,600.00	\$ 2,000.00
27	-Meetings (moved from allocable exp.)	\$ 3,000.00	\$ 4,000.00	\$ 4,000.00
22	-NEH summit		\$ 19,408.51	\$ 5,000.00
28	-Website (moved from allocable exp.)	\$ 20,000.00	\$ 26,000.00	\$ 15,000.00
29	-Presidential discretionary expenses	\$ 3,000.00	\$ 3,089.54	\$ 3,000.00
	Archives Project:			
9	-Consultant and travel	\$ 1,000.00	\$ 7,000.00	\$ 2,500.00
9	-Supplies and services	\$ 1,000.00	\$ 500.00	\$ 500.00
	Journals/Memberships:			
30	-BASOR (2 issues per year)	\$ 76,000.00	\$ 72,000.00	\$ 76,000.00
30	-NEA (4 issues per year)	\$ 66,000.00	\$ 70,000.00	\$ 68,000.00
30	-JCS (ASOR portion)	\$ 3,500.00	\$ 7,000.00	\$ 3,500.00
7	-JCS (Nies Trust portion)	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00
	-JCS Supplement			
31	-Newsletter			
32	-JSTOR	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
33	-Other journal expenses	\$ 2,000.00	\$ 1,250.00	\$ 1,250.00
34	-Membership, FOA & Informz expenses	\$ 25,000.00	\$ 36,000.00	\$ 27,500.00
	Books:			
13	-Book production	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
13	-Transfer of book revenue to Opportunity Fund	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	Other Designated Expense:			
19	-Designated gifts for Endowment	\$ 85,000.00	\$ 75,538.00	\$ 5,000.00
20	-Other designated gifts (including printing)	\$ 1,000.00	\$	
21	-Development Fund and designated gifts			
	Allocable Expenses:			
35	-Salaries and benefits	\$ 551,000.00	\$ 548,000.00	\$ 570,000.00
23	-Rent subvention from BU	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00
36	-Telephone and Utilities	\$ 7,500.00	\$ 7,000.00	\$ 7,500.00
36	-Postage, Postage mach. and Copier	\$ 12,500.00	\$ 12,500.00	\$ 12,500.00
36	-Bank charges	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
36	-Insurance	\$ 12,000.00	\$ 10,000.00	\$ 12,000.00
37	-Audit	\$ 23,000.00	\$ 25,000.00	\$ 25,000.00
38	-Equipment and supplies (incl. computers)	\$ 11,000.00	\$ 10,000.00	\$ 11,000.00
39	-Abila/ Avectra expenses	\$ 11,000.00	\$ 9,000.00	\$ 11,000.00
40	-Office events, Jibrin, Payroll services, consulting	\$ 5,000.00	\$ 4,500.00	\$ 5,000.00
41	-Dues, etc.	\$ 8,000.00	\$ 7,000.00	\$ 8,000.00
42	-Travel	\$ 15,000.00	\$ 10,500.00	\$ 15,000.00
24	-In kind legal	\$ 20,000.00	\$ 35,000.00	\$ 50,000.00
43	-Development	\$ 5,000.00	\$ 4,500.00	\$ 5,000.00
44	-Depreciation	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
45	-Bad Debts			
46	-Dead Sea Plains Account transfer			
		FY16 Budget	FY16 Forecast	FY17 Budget
	Total Expenses	\$ 2,004,200.00	\$ 1,994,310.72	\$ 1,968,500.00
	Total	\$ -	\$ 68.52	\$ -

American Schools of Oriental Research
Notes to the FY 2016 Budget to Forecast Comparison and [Proposed] FY 2017 Budget
April 2016

1. **Annual meeting income/expenses.** Income includes registration fees, exhibitor fees, program advertising, grants (TFBA, AIIrS), hotel concessions, and reimbursements from research centers. Income level high in FY 2016 because of strong registrations and concessions from the hotel. Expenses in FY 2016 exceeded the budget because we hosted better receptions, and received fewer comped rooms. We also paid for more rooms and food than in the past. FY 2017 is forecast to stay at the level of FY 2016 in terms of expenses and income.

2. No ASOR/BAS events were held in FY 2015 and none are planned for FY 2016.

3. **Fellowship income.**

a. **FY 2016.** Figures listed are the totals distributed from all of our fellowship accounts plus annual gifts to March Fellowship Madness, the Heritage program, and other designated gifts. Fellowship awards include for the second time the William G. Dever Archaeological Fellowship for Biblical Scholars. Gifts to endowment include MacAllister Fund, Meyers Fund, and Strange/Midkiff Fund.

b. **FY 2017.** We are budgeting at near the same level of the FY 2016 fellowships awarded. The amount budgeted for the endowment includes finishing a challenge campaign for the Meyers Fellowship and additional funds for the Strange/Midkiff Fund.

4. **Field Research Support (for affiliated projects).**

a. **FY 2016.** The forecast is the amount used from the temporarily restricted account for Harris. No funds were available this year for Seger. No designated gifts were received.

b. **FY 2017.** Budget is for \$5,000 from Harris revenue. We do not anticipate revenue to support a Seger Fellowship until FY 2018. Endowment budget is for gifts that have been pledged (and hopefully a few more for the Seger Fund).

5. **Directors' exchange funds.** This temporarily restricted account has been spent, and we do not anticipate further funds for FY 2017.

6. **Support for online digital media resources.** This continues to be a priority identified in the Foundational Campaign.

a. The FY 2016 figure represents the funds spent in FY 2016. About \$30,000 will be left in this temporarily restricted account to be spent in FY 2017 and beyond. This line item supports the FOA initiative, and also includes designated support for News@ASOR by the Kershaw Family Trust.

b. FY 2017 amount represents the amount carried over from FY 2016 plus an anticipated designated gift.

7. **Nies Trust.** \$7,500 for support of JCS and the remainder of trust funds for Mesopotamian Fellowship and other activities of the Baghdad Committee.

8. **ASOR Cultural Heritage Initiatives.** The forecasted amounts for FY 2016 indicate actual experience from FY 2016. We hope that the project will be continued in FY 2017, and accordingly, forecasted similar funding. Indirect was calculated at a negotiated 17%. The expenses reflect our best estimate as of the date the budget was prepared; the ASOR Executive Director, President, and Treasurer will make sure that the final agreement does not negatively impact our bottom line.

9. **Archives Project.** FY 2016 revenue represents a reimbursement from AIA for time the ASOR's archivist worked on an AIA project.

10. **Subscriptions and memberships revenue.** FY 2016 projections are flat from last year (slightly below budget). The staff is also working on a plan to grow subscription revenue in general (*e.g.*, we have just instituted a steep discount for new institutional subscribers to BASOR). Efforts have been held back, in part, by the level of effort expended on the CHI program and the outreach initiatives. The Forecast for FY 2017 includes a slight increase in subscription revenue.

11. **Royalties and advertising.** FY 2016 actual income was higher than budgeted due to an additional royalty payment of approximately \$20,000, which resulted from an agreement with Logos Systems to sell a searchable version of JCS, BASOR, and NEA. While a positive benefit, it cannot be forecast to repeat in FY 2017. The 2017 budget returns to expected revenue streams that are forecast to grow more than the FY 2016 budget because of the increased royalties (though not as high as in FY 2016).

12. **BASOR and NEA support.** These numbers represent UBC support for NEA.

13. **Book proceeds from the Opportunity Fund and sales.** In and out item for the budget. These items impact our Board-designated unrestricted net assets. They, however, do not impact our net assets available for operations.

14. **Annual Fund.** The FY 2016 projection is lower than previous years, in part, because we are encouraging gifts to support areas identified in the strategic plan. However, we have experienced a drop in Trustee giving to the Annual Fund. The FY 2017 Annual Fund contributions are estimated to be \$80,000, which is below our "normal" \$100,000 level, but more in keeping with experience from FY 2015 and FY 2016.

15. **Institutional memberships** have leveled out at around 80 member institutions.

16. **Endowment distribution.** There is a slight increase each year in the Endowment distribution due to positive market returns and modest contributions to the Endowment.

17. **Interest income** is minimal due to low rates.
18. **Administrative fees and misc. income.** We project a slight increase from FY 2016 levels due to higher market values and more permanently restricted funds.
19. **Designated gifts for Endowment.** A relatively small amount forecast for FY 2017. The FY 2016 forecast amount includes an anticipated legacy gift from the W. Weir Estate. ASOR has received notification of the gift, but the estate will not be settled until sometime in FY 2017. It is uncertain at this juncture where the Board will place these new permanently restricted funds, so they have been put here as a placeholder.
20. **Other designated gifts.** From time to time, ASOR receives designated gifts to reimburse us for designated expenses.
21. **Development Fund and designated gifts.** These are gifts to support development travel, fundraising events, and other development expenses.
22. **NEH Summit.** ASOR and AIA received a NEH Chairman's grant to hold a summit in Washington in December 2015. We anticipate a smaller second grant for FY 2017.
23. **Rent.** This is in-kind support from Boston University. Please see the President's report for an update on the status of this in-kind support.
24. **In-kind legal gifts.** In/out items that do not affect the profit/loss of the organization. The principal in-kind gift is legal services performed by Arnold and Porter, our law firm. This amount is higher for FY 2016 and FY 2017 because of ongoing support of our cultural heritage work. The amount is also higher because ASOR was sued by a scholar for not posting academic work online. We consider the lawsuit to be without merit, but we have incurred in-kind legal expenses defending it.
25. **Chair support.** This line item provides funding to support the work of the chairs of the academic committees. Expense items include travel, meals, small receptions for chairs, special requests, and CCC expenses (including a retreat, if any). The amount was higher for FY 2016 because of an extra strategic planning meeting to support the branding project in which the Board voted to engage after the budget was passed.
26. **Travel for Archaeological Support.** This line item provides travel support for the Executive Director or other staff or officers to visit archaeological sites or affiliated research centers. Expenditures have been less in recent years because designated gifts (usually by the Executive Director) have paid many of the expenses.
27. **Meetings.** This line item is for meetings other than the annual meeting. Examples include Board meetings or other special events/conferences.

28. Website. This line item is higher than the budget because the Board directed ASOR to engage a branding consultant (C&G), which charged \$22,000+. The rest of the forecasted expenses are for charges of a web-designer retained before the Board got involved in the process whose work was halted when the professional branding consultant was retained. The FY 2017 amount is for implementation of the branding consultant's recommendations.

29. Presidential discretionary expenses. This line item provides a small amount of money that the ASOR President may allocate for events or special needs at his or her discretion. It may also be used to support the expenses the President incurs working as a volunteer on behalf of ASOR.

30. Journal expenses. Budgeted level for BASOR increase a few years ago for color and 25% more pages. We moved to an editorial manager system in FY 2015; there were some one-time expenses associated with the move.

31. Newsletter. We have discontinued our print newsletter. Expenses for News@ASOR are contained in other line items (mainly staff salaries [Note 35] and Membership, FOA, and Informz Expenses [Note 34]).

32. JSTOR. This is the expense for the provision of online access to our journals through JSTOR CSP. It does not include sales commissions or other charges that are deducted directly from our JSTOR revenue (above)

33. Other Journal Expenses. This mainly includes charges for the Publications Manager providing materials to the printers and journal editors. We may want to consider allocating these expenses directly to BASOR and NEA in the future.

34. Membership, FOA and Informz expenses. Direct expenses of FOA and membership drives that are not in the salary line item. Expenses include a stipend for the editor of ANE Today. This line item also includes Informz expenses and the News@ASOR expenses (not including staff time).

35. Salaries. The FY 2016 forecast number is slightly lower than our budget due to support received from CHI project and other designated funding. The FY 2017 salary number includes a 3% increase to the salary pool for raises. It also includes a 3% increase in salaries that will enable ASOR to begin offering retirement benefits that began on January 1, 2016.

36. Telephone and utilities, postage, postage machine and copier, bank charges, and insurance. The FY 2017 budget amount based on the forecast for FY 2016 and projected amounts needed for FY 2017.

37. Audit. The FY 2017 amount is on par with FY 2016, and represents a new bid price from Romeo and Wiggins.

38. Equipment and Supplies. The FY 2017 budget amount based on the forecast for FY 2016 and projected amounts needed for FY 2017.

39. **Abila/Avecetra expenses.** This is for the ASOR online store and online database.

40. **Office events, Jibrin, payroll, and other expenses.** The FY 2017 budget amount is based on the forecast for FY 2016 and projected amounts needed for FY 2017. The Jibrin expense is a retirement benefit for the widow of a former AIAR cook (Omar Jibrin). As part of a long-standing agreement, ASOR pays this retirement benefit to the dependent of an AIAR employee. Payroll expenses are for PayChex to process ASOR's payroll and related expenses.

41. **Dues, etc.** The FY 2017 budget amount based on the forecast for FY 2016 and projected amounts needed for FY 2017. This includes organizations, such as ACLS and NHA. It does not include dues for individual staff members or ASOR officers.

42. **Travel.** This includes the Executive Director's travel (\$8,000) account as well as other travel for staff to board meetings, conferences, development, and other events. CHI travel is segregated in a separate part of the budget.

43. **Development.** Now that the temporarily restricted fund is depleted, this figure will be about \$5,000 per year unless we have special events (and then the expense will be higher). This line item also allows the President, Development Committee Chair, and Executive Director to use a small amount of money for fundraising or development purposes.

44. **Depreciation.** Depreciation is calculated by the auditors during the yearly audit, and does not affect our unrestricted budget.

45. **Bad Debt Expense.** Almost all past pledges were paid off this past year, so we no longer have outstanding bad debts. No bad debts are anticipated for FY 2016 or FY 2017.

46. **Dead Sea Plans Account transfer.** No amounts are shown because this line item will be a reduction in our temporarily restricted account (which will show up in the audit an unrestricted asset—but not for operations). This amount (about \$57,000) reflects the transfer of funds that have been in the temporarily restricted account since the 1970's. ASOR has not been able to use the funds for any purpose other than the DSP project, and ASOR has not received any administrative fee for the account. By mutual agreement (after the death of Principal Investigator Tom Schaub), these funds were transferred to a temporarily restricted account at Notre Dame University. The funds will be used for their original purpose—to pay for publishing the DSP Project.



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UNEARTHING THE PAST SINCE 1900

TAB 16

ASOR Investment Report, March 2017

Account Name & Bank

ASOR Fellowships:	FY17							ASOR Custom Benchmark		
	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	31-Mar-17	Net Change	Contributions		Distributions	Investment Return
Harris Fell. - Sequoia Fund	\$ 63,303.23	\$ 69,945.12	\$ 68,736.68	\$ 12,259.24	\$ 12,820.66	\$ 561.42	\$ -	\$ 990.96	\$ 1,552.38	12.7%
Harris Fell. - Charles Schwab	\$ 72,059.09	\$ 81,499.70	\$ 85,630.99	\$ 116,370.61	\$ 124,551.86	\$ 8,181.25	\$ -	\$ 990.96	\$ 12,593.29	10.8%
1) Total Harris Fellowship	\$ 135,362.32	\$ 151,444.82	\$ 154,367.67	\$ 128,629.85	\$ 137,372.52	\$ 8,742.67	\$ -	\$ 990.96	\$ 14,145.67	11.0%
Platt Fellowship - Sequoia Fund	\$ 121,628.86	\$ 131,126.49	\$ 128,325.54	\$ 23,178.16	\$ 24,239.61	\$ 1,061.45	\$ -	\$ 1,873.57	\$ 2,935.02	12.7%
Platt Fell. - Charles Schwab	\$ 135,212.91	\$ 153,306.36	\$ 158,702.09	\$ 213,884.30	\$ 221,855.34	\$ 13,381.04	\$ -	\$ 1,873.57	\$ 23,576.47	11.0%
2) Total Platt Fellowship	\$ 256,841.77	\$ 284,432.85	\$ 287,027.63	\$ 237,062.46	\$ 259,104.95	\$ 14,442.49	\$ -	\$ 1,873.57	\$ 26,511.49	11.2%
3) WrightMeyers Fund - Charles Schwab	\$ 64,339.68	\$ 83,230.04	\$ 81,631.04	\$ 77,096.95	\$ 83,061.75	\$ 5,964.80	\$ -	\$ 2,990.00	\$ 8,954.80	11.6%
4) PE MacAlister Fellowship - Charles Schwab	\$ 84,532.19	\$ 112,470.84	\$ 120,636.46	\$ 120,506.62	\$ 140,528.80	\$ 20,022.18	\$ 10,000.00	\$ 4,377.00	\$ 14,399.18	11.9%
5) Jim Strange Fellowship - Charles Schwab	\$ -	\$ 30,950.05	\$ 51,112.78	\$ 59,471.12	\$ 85,083.44	\$ 25,612.32	\$ 20,290.00	\$ 2,067.00	\$ 7,389.32	12.4%
6) Carol and Eric Meyers Scholarship - Charles Schwab	\$ -	\$ 7,000.00	\$ 56,403.78	\$ 65,056.69	\$ 137,832.79	\$ 66,776.10	\$ 57,415.00	\$ 2,378.00	\$ 11,739.10	18.0%
7) Joe Seger Excavation Fund - Charles Schwab	\$ -	\$ -	\$ -	\$ 44,696.14	\$ 54,690.91	\$ 9,994.77	\$ -	\$ 6,800.08	\$ 1,301.00	10.1%
Total ASOR Fellowships	\$ 541,075.96	\$ 669,528.60	\$ 751,179.36	\$ 732,519.83	\$ 884,075.16	\$ 141,560.56	\$ 30,559.53	\$ 32,148.53	\$ 83,199.56	11.9%
ASOR Endowment:										
1) Endowment (ASOR) - Charles Schwab	\$ 380,796.66	\$ 461,561.33	\$ 454,092.35	\$ 630,470.36	\$ 689,394.10	\$ 58,923.74	\$ 4,340.00	\$ 17,445.00	\$ 72,028.74	11.4%
Endowment - Sequoia Fund	\$ 166,905.96	\$ 192,396.83	\$ 221,036.22	\$ 49,360.69	\$ 51,621.18	\$ 2,260.49	\$ -	\$ 4,340.00	\$ 6,600.49	13.4%
Total ASOR Endowment	\$ 527,702.62	\$ 653,958.16	\$ 675,128.57	\$ 679,831.05	\$ 741,015.28	\$ 61,184.23	\$ 4,340.00	\$ 21,785.00	\$ 78,629.23	11.6%
Publications OF - Charles Schwab (Books)	\$ 87,259.77	\$ 100,251.09	\$ 98,773.28	\$ 103,949.30	\$ 113,126.89	\$ 9,177.59	\$ -	\$ -	\$ 9,177.59	8.8%
INVESTMENTS SUBTOTAL	\$ 1,166,038.35	\$ 1,423,737.85	\$ 1,526,081.21	\$ 1,516,300.18	\$ 1,738,217.33	\$ 211,922.38	\$ 94,909.53	\$ 53,933.53	\$ 170,946.38	11.3%
1) Temp. Restricted - Citizens Bank	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Citizens Savings TR portion	\$ 126,012.17	\$ 197,864.99	\$ 331,123.19	\$ 210,484.81	\$ 227,952.26	\$ 111,867.44	\$ -	\$ -	\$ 111,867.44	
Citizens Savings - CHI funds	\$ -	\$ -	\$ -	\$ 247,314.16	\$ 4,008.04	\$ -	\$ -	\$ -	\$ -	
2) ASOR General Fund- Charles Schwab	\$ 81,802.57	\$ 115,145.00	\$ 129,536.67	\$ 89,442.12	\$ 144,781.27	\$ 52,939.10	\$ -	\$ -	\$ 52,939.10	
Citizens Savings	\$ 411,199.84	\$ 363,298.73	\$ 427,303.08	\$ 481,563.37	\$ 514,891.62	\$ 32,691.78	\$ -	\$ -	\$ 32,691.78	
Citizens Bank Checking	\$ 1,368.66	\$ 7,050.34	\$ 2,535.34	\$ 2,657.03	\$ 4,178.16	\$ -	\$ -	\$ -	\$ -	
3) Journals Escrow Account - Charles Schwab	\$ 494,371.27	\$ 475,494.07	\$ 559,375.09	\$ 573,662.52	\$ 663,651.05	\$ 89,179.78	\$ -	\$ -	\$ 89,179.78	
GRAND TOTAL	\$ 1,650,403.62	\$ 2,097,096.91	\$ 2,415,579.49	\$ 2,300,447.51	\$ 2,629,820.66	\$ 211,922.38	\$ 94,909.53	\$ 53,933.53	\$ 170,946.38	
DSP - Calvert Account	\$ 0.28	\$ 0.28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DSP - Citizens Account	\$ 46,514.39	\$ 46,439.39	\$ 46,652.53	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
HESI - Huntington Bank	\$ 28,778.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Sponsored projects	\$ 75,293.26	\$ 46,439.67	\$ 46,652.53	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Miss Fund - Citigroup	\$ 440,263.29	\$ 506,566.59	\$ 497,147.68	\$ 482,472.78	\$ 474,051.95	\$ 11,578.17	\$ -	\$ -	\$ 11,578.17	2.5%



ASOR Investments

ASOR's investment holdings are divided into three main categories: (1) endowments supporting various ASOR fellowships and grants and the general ASOR endowment; (2) Board-designated funds held in reserve to support future years' operations or specific programs; and (3) temporarily restricted funds—meaning, funds held for a specified time period and then used to fund a intended purpose or program.

1. Endowments Supporting ASOR Fellowships and Grants and the General ASOR Endowment

These permanently restricted funds are endowments given in perpetuity, and invested so that the principal of each fund remains intact while the annual income is used by ASOR in support of its mission and operations. The ASOR Finance Committee establishes the appropriate asset allocation targets for investment of these funds. ASOR's endowment funds include:

Harris Endowment. This fund was established by Charles U. Harris to support archaeological excavation projects with an established affiliation with ASOR, as approved by ASOR's Committee on Archaeological Research and Policy (in ASOR parlance, "CAP-affiliated"). The Harris Endowment typically funds one to two \$5000 grants per year, which are awarded particularly to newer and smaller archaeological projects as start-up funds, and to discrete components of larger projects. Harris Endowment funds are also used to support off-season research, analysis, and publication.

Platt Endowment: This fund was established in the 1930s through the generous gift of Mrs. Katherine Barton Platt. Earnings from this fund originally went to Mrs. Barton's grand nephew, so ASOR did not start drawing income from the endowment until 2008. The Platt Endowment funds are used to support ASOR members—especially student members—who participate as

volunteers or staff on archaeological excavation projects. Currently, the Platt Endowment funds about seven \$2000 fellowships each year.

Shirlee Meyers / G. E. Wright Fellowship Endowment. This fund was established by long-time ASOR Trustees Carol and Eric Meyers in memory of Eric's mother Shirlee Meyers and Eric and Carol's former teacher G. Earnest Wright. The Meyers/Wright Endowments funds are used to support ASOR members—especially student members—who participate as volunteers or staff on archaeological excavation projects. In 2017, two \$2000 fellowships were funded through the Meyers/Wright Endowment.

P. E. MacAllister Fellowship Endowment. This fund was established by friends and family of Board Chair Emeritus P. E. MacAllister. The MacAllister Endowment funds are used to support ASOR members—especially student members—who participate as volunteers or staff on archaeological excavation projects. In 2017, three \$2000 fellowships were funded through the MacAllister Endowment.

James (Jim) Strange / Carolyn Midkiff Fellowship Endowment. This fund was established with lead gifts by Carolyn Midkiff Strange and James (Jim) Strange. The Strange/Midkiff Endowment funds are used to support ASOR members—especially student members—who participate as volunteers or staff on archaeological excavation projects. In 2017, one \$2000 fellowship was funded through the Strange/Midkiff Endowment.

Eric and Carol Meyers Fellowship Endowment. This fund was established by friends and students of Eric and Carol Meyers. The Eric and Carol Meyers Endowment funds are used to support ASOR members—especially student members—who participate as volunteers or staff on archaeological excavation projects. In 2017, two \$2000 fellowships were funded through the Eric and Carol Meyers Endowment.

Joe D. Seger Endowment. This fund was established with a lead gift by an anonymous donor in honor of Joe D. Seger to support CAP-affiliated archaeological excavation projects. It was the donor's wish that preference be given to excavation project proposals providing matching funds. ASOR expects to award its first Joe D. Seger grant in Summer 2018.

ASOR General Endowment. The ASOR General Endowment was first established as part of ASOR's 1998–2000 Torch fund-raising campaign and has been subsequently augmented by generous gifts. The endowment generates operating funds supporting ASOR.

2. Board-Designated Funds

These are Board-designated funds to be held in reserve to support future years' operations or specific programs. They may include accumulations from past years' operations, investment income, and other Board-designated funds. The Executive Director and Treasurer are authorized

to invest the funds, and spend the principal and interest to meet ASOR's operational needs. The Finance Committee establishes the appropriate asset allocation targets investing the funds. ASOR's Board-designated funds consist of:

Board-Designated Publications Opportunity Fund. This fund was set aside by the Board to support ASOR publications. The original investment came from royalties from the 1995 *Oxford Encyclopedia of Archaeology in the Near East*, edited by Eric Meyers. Rather than collect a royalty for his work on these volumes, Meyers donated the proceeds to ASOR. The funds are used as needed for ASOR books. Revenue in excess of expenses from ASOR books is returned to the Opportunity Fund. Although the Board designated these funds to support ASOR publications, they are unrestricted funds—meaning, the Board may change the designation of the funds (including income) to be used for any other purpose.

3. Temporarily Restricted Funds

Temporarily restricted funds are funds restricted in time or purpose. They include donated funds restricted for use to support a particular program or, over time, are expected to be used for operating expenses. They also include accumulated earnings on endowments that have not yet been distributed. ASOR's temporarily restricted funds include:

Temporary Restricted Fund. These funds include designated gifts and prepaid expenses (such as the Annual Meeting registration fees). Most of the funds are held in a savings account.

ASOR General Fund. These funds include accumulated unrestricted assets available for operations (a.k.a., our "rainy day fund") and pre-paid revenue from membership and subscriptions. This is ASOR's checking account that can be used for general expenses.

4. Addendum: Nies Trust Funds

These funds are not part of ASOR's investments, but rather, funds in a trust established by the Nies family in the 1920s held and administered by CitiBank. ASOR receives quarterly distributions from the Nies Trust, which are used to support work related to the former American School of Oriental Research in Baghdad (now represented by ASOR's Baghdad Committee): for example, the Mesopotamian Fellowship (which provides \$9,000 to support fieldwork or research on ancient Mesopotamian civilization lasting three months to a year) and the *Journal of Cuneiform Studies*.



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UNEARTHING THE PAST SINCE 1900

Tab 17

ASOR Audit, FY 2016

**Audited Financial Statements,
Supplementary Information,
and Compliance Reports**

The American Schools of Oriental Research

Years Ended June 30, 2016 and 2015



Geoffrey E. Wiggins
Jeffrey S. Romeo
Angela B. Goodwin
J. Kelly Lanier
Joseph L. Hill, Jr.

Independent Auditors' Report

Board of Trustees
The American Schools of Oriental Research
Boston, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of The American Schools of Oriental Research (a nonprofit organization), which comprise the statements of financial position as of June 30, 2016 and 2015, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The American Schools of Oriental Research as of June 30, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Independent Auditors' Report--Continued

Other Matters

Supplementary Information

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards for the year ended June 30, 2016, as required by Title 2 *U.S. Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and the statements of support and revenue and functional expenses for the years ended June 30, 2016 and 2015, are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report, dated November 8, 2016, on our consideration of The American Schools of Oriental Research's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering The American Schools of Oriental Research's internal control over financial reporting and compliance.

Romeo, Wiggins & Company, L.L.P.

Raleigh, North Carolina
November 8, 2016

Statements of Financial Position

The American Schools of Oriental Research

June 30, 2016 and 2015

	<u>2016</u>	<u>2015</u>
ASSETS		
Cash	\$ 1,011,872	\$ 897,077
Investments (including permanent endowments)	1,516,300	1,525,081
Grant receivable	45,000	37,800
Accounts receivable:		
Memberships and subscriptions	13,592	15,428
Book sales and other receivables	14,426	6,998
Inventory and capitalized costs	24,222	16,852
Prepaid expenses and other assets	16,147	26,367
Property and equipment, net	<u>26,461</u>	<u>10,357</u>
TOTAL ASSETS	\$ <u>2,668,020</u>	\$ <u>2,535,960</u>
LIABILITIES AND NET ASSETS		
Liabilities:		
Accrued expenses	\$ 25,538	\$ 14,237
Deferred revenue	340,367	326,781
Other liabilities	3,082	4,910
Total Liabilities	<u>368,987</u>	<u>345,928</u>
Net Assets:		
Unrestricted:		
Available for operations	386,565	252,306
Board-designated for publications	126,420	148,628
Property and equipment	26,461	10,357
Total Unrestricted Net Assets	<u>539,446</u>	<u>411,291</u>
Temporarily restricted	774,010	939,882
Permanently restricted	<u>985,577</u>	<u>838,859</u>
Total Net Assets	<u>2,299,033</u>	<u>2,190,032</u>
TOTAL LIABILITIES AND NET ASSETS	\$ <u>2,668,020</u>	\$ <u>2,535,960</u>

See accompanying independent auditors' report and notes to financial statements.

Statement of Activities

The American Schools of Oriental Research

Year Ended June 30, 2016

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
SUPPORT AND REVENUE				
Contributions	\$ 94,827	\$ 200,362	\$ 103,724	\$ 398,913
Federal grant		900,000		900,000
In-kind contributions	204,960			204,960
Book revenue	29,239			29,239
Journals revenue	218,938			218,938
Institutional memberships	75,000			75,000
Individual memberships	159,539			159,539
Annual meeting	219,540			219,540
Royalty income	65,479			65,479
Miscellaneous income	16,695	155		16,850
Interest and dividends	3,480	22,791		26,271
Net change in fair value of investments	2,164	(116,884)	(1,700)	(116,420)
Net assets released from restrictions:				
Satisfaction of purpose restrictions	1,127,602	(1,127,602)		0
Reclassification of net assets		(44,694)	44,694	0
	<u>2,217,463</u>	<u>(165,872)</u>	<u>146,718</u>	<u>2,198,309</u>
Total Support and Revenue				
EXPENSES AND LOSSES				
Program services	1,931,276			1,931,276
Support services:				
General and administrative	106,487			106,487
Fundraising and nonprogram	51,545			51,545
	<u>2,089,308</u>	<u>0</u>	<u>0</u>	<u>2,089,308</u>
Total Expenses				
Change in Net Assets	128,155	(165,872)	146,718	109,001
Net Assets, Beginning of Year	<u>411,291</u>	<u>939,882</u>	<u>838,859</u>	<u>2,190,032</u>
Net Assets, End of Year	<u>\$ 539,446</u>	<u>\$ 774,010</u>	<u>\$ 985,577</u>	<u>\$ 2,299,033</u>

See accompanying independent auditors' report and notes to financial statements.

Statement of Activities

The American Schools of Oriental Research

Year Ended June 30, 2015

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
SUPPORT AND REVENUE				
Contributions	\$ 63,900	\$ 150,446	\$ 80,053	\$ 294,399
Federal grant		756,000		756,000
In-kind contributions	65,760			65,760
Book revenue	15,757			15,757
Journals revenue	235,731			235,731
Institutional memberships	78,000			78,000
Individual memberships	161,883			161,883
Annual meeting	213,964			213,964
Royalty income	74,088			74,088
Interest and dividends	8,986	30,937		39,923
Net change in fair value of investments	(1,607)	48,691	1,120	48,204
Net assets released from restrictions:				
Satisfaction of purpose restrictions	793,673	(793,673)		0
Total Support and Revenue	<u>1,710,135</u>	<u>192,401</u>	<u>81,173</u>	<u>1,983,709</u>
EXPENSES AND LOSSES				
Program services	1,564,391			1,564,391
Support services:				
General and administrative	54,830			54,830
Fundraising and nonprogram	37,825			37,825
Total Expenses	<u>1,657,046</u>	<u>0</u>	<u>0</u>	<u>1,657,046</u>
Change in Net Assets	53,089	192,401	81,173	326,663
Net Assets, Beginning of Year	<u>358,202</u>	<u>747,481</u>	<u>757,686</u>	<u>1,863,369</u>
Net Assets, End of Year	<u>\$ 411,291</u>	<u>\$ 939,882</u>	<u>\$ 838,859</u>	<u>\$ 2,190,032</u>

See accompanying independent auditors' report and notes to financial statements.

Statements of Cash Flows

The American Schools of Oriental Research

Years Ended June 30, 2016 and 2015

	<u>2016</u>	<u>2015</u>
OPERATING ACTIVITIES:		
Change in net assets	\$ 109,001	\$ 326,663
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation	4,436	4,166
Loss on sale of property and equipment	678	0
Net change in fair value of investments	116,420	(48,204)
Changes in operating assets and liabilities:		
Grant receivable	(7,200)	(37,800)
Memberships and subscriptions receivable	1,836	4,872
Book sales and other receivables	(7,428)	6,211
Inventory and capitalized costs	(7,370)	11,802
Prepaid expenses and other assets	10,220	(11,643)
Accrued expenses	11,301	6,283
Deferred revenue	13,586	(13,559)
Other liabilities	(1,827)	303
NET CASH PROVIDED BY OPERATING ACTIVITIES	<u>243,653</u>	<u>249,094</u>
INVESTING ACTIVITIES:		
(Purchases) sales of investments, net	(107,639)	(52,478)
Purchases of fixed assets	(21,219)	(8,745)
NET CASH USED IN INVESTING ACTIVITIES	<u>(128,858)</u>	<u>(61,223)</u>
NET CHANGE IN CASH	114,795	187,871
Cash, beginning of year	<u>897,077</u>	<u>709,206</u>
CASH, END OF YEAR	<u>\$ 1,011,872</u>	<u>\$ 897,077</u>
SUPPLEMENTAL CASH FLOW INFORMATION		
Interest paid	<u>\$ 0</u>	<u>\$ 0</u>

See accompanying independent auditors' report and notes to financial statements.

Notes to Financial Statements

The American Schools of Oriental Research

Years Ended June 30, 2016 and 2015

NOTE A -- THE ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

The Organization: The American Schools of Oriental Research (ASOR), established in 1900, was incorporated as a not-for-profit public charity in 1935. ASOR is an international organization whose mission is to initiate, encourage, and support research into, and public understanding of, the history and cultures of the Near East and wider Mediterranean, from the earliest times. The principal sources of revenue are from scholarly journals and books, annual programs, membership dues, grants and contributions.

Basis of Accounting: ASOR prepares its financial statements in accordance with U.S. generally accepted accounting principles (GAAP). This basis of accounting involves the application of accrual accounting; consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when incurred.

Basis of Presentation: ASOR follows FASB ASC 958-205, 210, 225, issued by the Financial Accounting Standards Board (FASB) for presentation of its financial statements. ASOR reports information regarding its financial position and activities according to the following three net asset classes:

Unrestricted Net Assets: Unrestricted net assets represent those assets either not subject to donor-imposed restrictions or releases from temporarily restricted net assets designated for stipulated activities or programs, which are expended within the current fiscal year. Board-designated or appropriated amounts are legally unrestricted and are reported as part of the unrestricted class.

Temporarily Restricted Net Assets: Temporarily restricted net assets are subject to explicit or implicit donor-imposed restrictions that may or will be met by actions of ASOR and/or the passage of time. When a restriction expires (that is, when a stipulated time restriction ends or a purpose restriction is accomplished), restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

Permanently Restricted Net Assets: Permanently restricted net assets are subject to donor-imposed stipulations that they be maintained permanently by ASOR. Generally, the donors of these assets permit ASOR to use all or part of the income earned on related investments for general or restricted purposes.

Revenue Recognition/Deferred Revenue: Revenue is derived primarily from memberships, subscriptions, and publication sales. Revenues from memberships and subscriptions are recognized ratably over the related period (normally one year). Any unearned amount is presented as deferred revenue in the statement of financial position. Publication sales are recognized at the time of sale.

Recognition of Support: Contributions and grant awards are recorded as unrestricted, temporarily restricted, or permanently restricted support depending on the existence and/or nature of any donor restrictions. Contributions, including unconditional promises to give, are recognized by ASOR in the period received. All contributions are available for unrestricted use unless specifically restricted by the donor. Unconditional promises to give, due in the next year, are recorded at their net realizable value. Unconditional promises to give due in subsequent years are reported at the present value of their net realizable value, using an appropriate discount rate. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

For the years ended June 30, 2016 and 2015, ASOR recognized support of \$900,000 and \$756,000, respectively, and expenditures of \$773,453 and \$652,545, respectively, under a cooperative agreement with the Department of State. The project is ongoing and involves planning for the safeguarding of heritage sites in Syria and Iraq.

Cash Equivalents: ASOR considers all highly liquid investments with an initial maturity of three months or less, to be cash equivalents. ASOR held no cash equivalents at June 30, 2016 and 2015.

The American Schools of Oriental Research

NOTE A -- THE ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES -- Continued

Investments: Investments are held by two brokerage firms in various mutual/investment funds and other equities and fixed-income securities. Investments are reported at fair value based on quoted market prices. Purchases and sales of securities are recorded on a trade-date basis. Interest income is recorded on the accrual basis. Dividends are recorded on the ex-dividend date. Realized and unrealized gains and losses are included in the changes in net assets. Investment income and gains restricted by a donor are reported as increases in temporarily or permanently restricted net assets and released to unrestricted net assets upon satisfaction of purpose or time restrictions or the appropriation of general-use earnings. Refer also to *Note B -- Investments*.

Accounts Receivable: Accounts receivable are stated at the amount management expects to collect from outstanding balances. Management provides for probable uncollectible amounts through a charge to earnings and a credit to a valuation allowance based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has made reasonable collection efforts are written off through a charge to the valuation allowance and a credit to accounts receivable. Management considers all receivables to be collectible; therefore, no allowance for doubtful accounts is provided at June 30, 2016 and 2015. Accounts receivable balances are due within a year and are unsecured.

Inventory and Capitalized Costs: Inventory consists of completed publications that are sold through an independent distributor. Capitalized costs consist of expenses related to the production of publications prior to completion. Inventories are stated at the lower of cost, determined by total production costs capitalized, or market value.

Property and Equipment: Property and equipment are carried at cost or, if donated, at fair value at the date of donation, less accumulated depreciation. Depreciation is calculated on a straight-line method over the estimated useful lives of the respective assets. Purchases are determined to be capital expenditures based on ASOR's policy of capitalizing assets acquired at a cost (or, if donated, a fair value) exceeding \$500. Those items that are not a capital expenditure are immediately expensed.

Donated Services: Donated services are recognized as contributions in accordance with FASB ASC 958-605, if the services (a) create or enhance nonfinancial assets or (b) require specialized skills, are performed by people with those skills, and would otherwise be purchased by ASOR. Volunteers provided services that are not recognized as contributions in the accompanying financial statements since the recognition criteria under FASB ASC 958-605 were not met.

Fair Value of Financial Instruments: The carrying value of accounts receivable and accrued expenses is considered by management to approximate the fair value of such at June 30, 2016 and 2015, based on the short-term maturity of these financial instruments. Investments are carried at fair value based on quoted market prices. Refer also to *Note H -- Fair Value Measurements*.

Income Taxes: ASOR is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. ASOR had no unrelated business activities and, therefore, incurred no unrelated business income taxes for the years ended June 30, 2016 and 2015. Tax filings for fiscal years subsequent to fiscal 2011-2012 remain open and subject to examination.

Functional Allocation of Expenses: The costs of providing the various programs and activities have been summarized on a functional basis in the statements of activities. Expenses that can be identified with a specific program and support service are allocated directly thereto. Certain indirect expenses are allocated to programs based on estimated usage and/or benefit.

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE A -- THE ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES -- Continued

Use of Estimates: The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of support, revenues and expenses during the reporting period. Actual results could differ from those estimates.

Reclassifications: Certain amounts previously reported in the 2015 financial statements have been reclassified to conform to the 2016 presentation.

NOTE B -- INVESTMENTS

Investments are held by two brokerage firms and are comprised of the following:

	June 30,	
	<u>2016</u>	<u>2015</u>
Cash accounts	\$ 142,544	\$ 82,751
Mutual/investment funds:		
Equities	950,762	1,030,554
Bonds	14,615	14,168
Equity securities	211,938	210,532
Fixed-income securities	<u>196,441</u>	<u>187,076</u>
	<u>\$ 1,516,300</u>	<u>\$ 1,525,081</u>

Refer also to *Note F -- Endowment Net Assets* and *Note I -- Significant Concentrations*.

NOTE C -- FIXED ASSETS

Fixed assets consist of the following:

	June 30,	
	<u>2016</u>	<u>2015</u>
Furniture and fixtures	\$ 35,498	\$ 35,498
Website development	21,514	6,545
Computer equipment	<u>32,103</u>	<u>33,459</u>
	89,115	75,502
Less: Accumulated depreciation and amortization	<u>(62,654)</u>	<u>(65,145)</u>
	<u>\$ 26,461</u>	<u>\$ 10,357</u>

Depreciation and amortization expense totaled \$4,436 and \$4,166 for 2016 and 2015, respectively.

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE D -- TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by occurrence of other events specified by the donors as follows:

	Years Ended June 30,	
	<u>2016</u>	<u>2015</u>
General Endowment Fund	\$ 21,773	\$ 19,121
Harris Fund	8,734	8,276
Platt Fund	19,123	18,334
Wright/Meyers Fund	4,637	4,148
PE MacAllister Fund	6,607	6,372
Eric and Carol Meyers Fund	3,426	716
Strange/Midkiff Fund	2,482	648
Sponsored projects	68,668	26,849
NEH/Archives	0	26,040
CHI Project	921,914	626,590
Heritage fellowships	21,456	19,480
Book subvention	5,000	21,067
Friends of ASOR	33,504	10,000
Other	<u>10,278</u>	<u>6,032</u>
	<u>\$ 1,127,602</u>	<u>\$ 793,673</u>

Temporarily restricted net assets of \$44,694 were reclassified to permanently restricted endowment net assets at June 30, 2016, in keeping with the donors' intent for the fund.

Temporarily restricted net assets are available for the following purposes at June 30:

	June 30,	
	<u>2016</u>	<u>2015</u>
Accumulated earnings on endowment funds:		
General Endowment, ASOR's general operations	\$ 175,561	\$ 246,545
Harris Fund, research for Biblical archaeology	13,644	37,681
Platt Fund, ASOR fellowships	217,062	267,029
Wright/Meyers Fund, excavation scholarships	21,674	26,234
PE MacAllister Fund	1,818	8,058
Eric and Carol Meyers Fund	(1,735)	1,201
Strange/Midkiff Fund	(1,040)	1,113
Joe D. Seger Excavation Fund	2	0
Sponsored projects	9,512	59,094
CHI Project	267,790	192,445
Book subvention	18,075	7,000
Friends of ASOR project	31,593	55,087
Other	<u>20,054</u>	<u>38,395</u>
	<u>\$ 774,010</u>	<u>\$ 939,882</u>

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE E -- PERMANENTLY RESTRICTED NET ASSETS

Permanently restricted net assets are comprised of endowment funds that are restricted by donors to investment in perpetuity. Endowment funds are invested in various mutual funds, with the net earnings thereon available for ASOR's general use or as otherwise specified by the donor. Permanently restricted net assets are as follows:

	June 30,	
	<u>2016</u>	<u>2015</u>
General Endowment Fund	\$ 504,270	\$ 428,585
Corpus of Harris Fund	114,985	116,685
Corpus of Platt Fund	20,000	20,000
Corpus of Wright/Meyers Fund	55,466	55,466
Corpus of P.E. MacAllister Fund	118,520	112,520
Corpus of Eric and Carol Meyers Fund	66,792	55,203
Corpus of Strange/Midkiff Fund	60,850	50,400
Joe Seger Excavation Fund *	<u>44,694</u>	<u>0</u>
	<u>\$ 985,577</u>	<u>\$ 838,859</u>

*Temporarily restricted net assets of \$44,694 were reclassified to permanently restricted net assets at June 30, 2016, in keeping with the donors' intent for the fund.

Refer also to *Note F -- Endowment Net Assets*.

NOTE F -- ENDOWMENT NET ASSETS

In June 2009, the Commonwealth of Massachusetts enacted a version of UPMIFA (Uniform Prudent Management Institutional Funds Act) applicable to endowment funds existing on or established after the Act's effective date. UPMIFA eliminates the historic dollar concept of UMIFA (the governing law in Massachusetts prior to June 2009) in favor of the "prudent spending" concept as pertains to endowment net assets. ASOR maintains that the historic dollar value of contributions to its endowment funds approximates the permanently restricted portion of such when applying the "prudent spending" concept.

As a result of this interpretation, the Organization classifies as permanently restricted net assets (1) the original value of gifts donated to endowments, (2) the original value of subsequent gifts to endowments, and (3) accumulations to endowments made in accordance with the direction of the applicable donor gift instruments. The remaining portions of donor-restricted endowment funds that are not classified as permanently restricted net assets are classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Organization in a manner consistent with the standard of prudence prescribed by UPMIFA.

ASOR has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowments while seeking to maintain the purchasing power of those endowment assets over the long-term. ASOR's investment portfolio relies on diversification of assets to achieve its long-term return objectives within prudent risk parameters. Earnings on endowment funds are available for ASOR's general use or as otherwise restricted by the donor.

The composition of endowment net assets by fund type is as follows at June 30, 2016:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ 0	\$ 426,986	\$ 985,577	\$ 1,412,563
Board-designated endowment funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total funds, at June 30, 2016	<u>\$ 0</u>	<u>\$ 426,986</u>	<u>\$ 985,577</u>	<u>\$ 1,412,563</u>

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE F -- ENDOWMENT NET ASSETS (including a subsequent event) -- Continued

Changes in endowment net assets for the year ended June 30, 2016, are as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Endowment net assets, June 30, 2015	\$ <u>0</u>	\$ <u>587,861</u>	\$ <u>838,859</u>	\$ <u>1,426,720</u>
Investment return:				
Interest/dividend income, net of fees	0	22,791		22,791
Net change in fair value *	<u>0</u>	<u>(116,884)</u>	<u>(1,700)</u>	<u>(118,584)</u>
Total investment return	0	(94,093)	(1,700)	(95,793)
Reclassification of net assets			44,694	44,694
Contributions	0	0	103,724	103,724
Appropriated for expenditure	<u>0</u>	<u>(66,782)</u>	<u>0</u>	<u>(66,782)</u>
Endowment net assets, June 30, 2016	\$ <u>0</u>	\$ <u>426,986</u>	\$ <u>985,577</u>	\$ <u>1,412,563</u>

*Investment losses relate primarily to divestitures of certain securities held by three endowment funds.

The composition of endowment net assets by fund type is as follows at June 30, 2015:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ 0	\$ 587,861	\$ 838,859	\$ 1,426,720
Board-designated endowment funds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total funds, at June 30, 2015	\$ <u>0</u>	\$ <u>587,861</u>	\$ <u>838,859</u>	\$ <u>1,426,720</u>

Changes in endowment net assets for the year ended June 30, 2015, are as follows:

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
Endowment net assets, June 30, 2014	\$ <u>0</u>	\$ <u>565,848</u>	\$ <u>757,686</u>	\$ <u>1,323,534</u>
Investment return:				
Interest/dividend income, net of fees	0	30,937	0	30,937
Net change in fair value	<u>0</u>	<u>48,691</u>	<u>1,120</u>	<u>49,811</u>
Total investment return	0	79,628	1,120	80,748
Contributions	0	0	80,053	80,053
Appropriated for expenditure	<u>0</u>	<u>(57,615)</u>	<u>0</u>	<u>(57,615)</u>
Endowment net assets, June 30, 2015	\$ <u>0</u>	\$ <u>587,861</u>	\$ <u>838,859</u>	\$ <u>1,426,720</u>

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE G -- FACILITIES LEASE

On July 1, 1996, ASOR entered into an agreement to lease office space from the Trustees of Boston University. No rent is payable under this lease. ASOR is required to make monthly payments to cover operating costs incurred by the landlord. The lease expired on June 30, 2012, and has not been formally extended. ASOR has received no notice of Boston University's intent to terminate its tenancy arrangement with ASOR. However, ASOR learned unofficially in late-October 2016, that the building it currently occupies was sold recently. Tenants of the building have been led to believe that they will be able to remain under the current terms of donated space until at least March 2018. Management expects to be given at least twelve months notice, as was agreed upon in the aforementioned lease. It is possible that ASOR may move to other space at Boston University, but it is not certain if the new space would be donated in-kind. The value of the use of the leased property has been recorded as an in-kind contribution and an in-kind expense of \$33,660 for the years ended June 30, 2016 and 2015.

NOTE H -- FAIR VALUE MEASUREMENTS

ASOR applies GAAP for fair value measurements of financial assets that are recognized or disclosed at fair value in the financial statements on a recurring basis. GAAP defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. GAAP also establishes a framework for measuring fair value and expands disclosures about fair value measurements.

FASB ASC 820-10 establishes a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. This hierarchy consists of three broad levels: Level 1 inputs consist of unadjusted quoted prices in active markets for identical assets and have the highest priority, Level 2 inputs consist of observable inputs other than quoted prices for identical assets, and Level 3 inputs have the lowest priority.

The following represents assets measured at fair value on a recurring basis by ASOR at June 30, 2016 and 2015:

	Fair Value	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
<u>June 30, 2016</u>				
Investments, excluding cash held by brokers	\$ 1,373,756	\$ 1,373,756	\$ 0	\$ 0
Total	<u>\$ 1,373,756</u>	<u>\$ 1,373,756</u>	<u>\$ 0</u>	<u>\$ 0</u>
<u>June 30, 2015</u>				
Investments, excluding cash held by brokers	\$ 1,442,330	\$ 1,442,330	\$ 0	\$ 0
Total	<u>\$ 1,442,330</u>	<u>\$ 1,442,330</u>	<u>\$ 0</u>	<u>\$ 0</u>

Level 1: Investments are held in various mutual/investment funds, equities and fixed-income securities that are reported at fair value based on quoted market prices. Refer also to *Note B -- Investments*.

At June 30, 2016 and 2015, ASOR had no assets or liabilities classified within Level 2 or Level 3 of the fair value hierarchy.

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE I -- SIGNIFICANT CONCENTRATIONS

Financial instruments that subject ASOR to the potential concentration of credit risk consist primarily of temporary cash deposits in a bank located in Massachusetts. ASOR's bank deposits are eligible for FDIC coverage of up to \$250,000 per account holder per bank. ASOR's bank deposits exceeded federally insured limits at June 30, 2016 by approximately \$ 692,000. ASOR has incurred no loss as a result of such.

Cash and investments of approximately \$ 1,432,000 and \$1,107,000 at June 30, 2016 and 2015, respectively, are invested with one brokerage firm. These, as well as other investments, are primarily unsecured, though certain coverage may be provided by the Security Investors Protection Corporation for missing stocks and other securities up to \$500,000, including up to \$100,000 in cash if a brokerage or bank brokerage subsidiary fails. SIPC does not insure the quality of investments or protect against losses from fluctuating market values.

NOTE J -- COMMITMENTS AND CONTINGENCIES

Grants, bequests and endowments require the fulfillment of certain conditions set forth in the instruments of the gifts. Failure to fulfill the conditions, or in the case of the endowments, failure to continue to fulfill them, could result in the return of funds to the grantor. The Board and management believe the contingency is remote, since by accepting the gifts and their terms, it has accommodated the objectives of ASOR to the provisions of the gifts.

NOTE K -- RELATED PARTY TRANSACTIONS

The financial statements include only ASOR's accounts. These financial statements do not include ASOR's affiliates: the William Foxwell Albright Institute of Archeological Research (AIAR) in Jerusalem; the American Center of Oriental Research in Amman, Incorporated (ACOR) in Amman, Jordan; and the Cyprus American Archaeological Research Institute, Inc. (CAARI) in Nicosia, Cyprus.

ASOR shares office space with the aforementioned named affiliates and pays for common expenses, which are later reimbursed by the affiliates.

Members of the ASOR Board of Trustees contributed approximately \$133,000 and \$119,000 to ASOR for the years ended June 30, 2016 and 2015, respectively.

In-kind contributions for the years ended June 30, 2016 and 2015, include \$33,660 of donated office space. (Refer also to *Note G -- Facilities Lease*.) In-kind contributions for the year ended June 30, 2016 also includes \$171,300 of donated legal services.

Notes to Financial Statements -- Continued

The American Schools of Oriental Research

NOTE L -- SUBSEQUENT EVENTS

ASOR subsequently received provisional approval for a cost amendment to its cooperative agreement with the U.S. Department of State to support the continuation of the Planning for Safeguarding Heritage Sites in Syria and Northern Iraq. The cost amendment is expected to provide additional funding of \$200,000 for the project and to extend the grant period through December 31, 2016.

Management has evaluated subsequent events through November 8, 2016, the date on which financial statements were available for issue.



asor

UNEARTHING THE PAST SINCE 1900

Tab 18

ASOR Board Meeting Minutes, 2015-2016

ASOR Board of Trustees Meeting
Lanier Theological Library, Houston, TX
April 18, 2015

Present: Ray Ewing, Joe Greene, Larry Geraty, Vivian Bull, Richard Coffman (Treasurer), Sheldon Fox, Catherine Duff, Rachel Hallote, Matt Adams (Guest), Hanan Charaf, Peggy Duly, Sheila Bishop, Ed Wright, Eric Meyers, Rami Arav, Joe Seger, Carol Meyers, Ann-Marie Knoblauch, Tim Harrison, Teddy Burgh, Lynn Swartz Dodd (Secretary), Sharon Herbert (Vice President), Susan Ackerman (President), Andy Vaughn (Executive Director), Steve Ortiz (10:35am).

Absent: B. W. Ruffner, P. E. MacAllister, Barry Gittlen, Jim Strange, Michael Hasel, Rob Oden, Sue Laden, Mark Lanier, Sidnie White Crawford, Sten LaBianca.

1. Call to Order by Susan Ackerman 9:10am.
 - a. Because Board Chair B. W. Ruffner was not present because of an accident, President Susan Ackerman will chair the meeting.
2. Welcome to the New Trustees: Joe Greene, Teddy Burgh, Rami Arav, and Peggy Duly.
3. Approval of Agenda. The Agenda was approved by acclamation.

Business Items:

4. Approval of the Minutes from the November Board Meeting (November 23, 2014)
Add Carol Meyers's name to those present.

BE IT RESOLVED: to accept the Minutes of the November Board Meeting (November 23, 2014) as amended to include the point that Carol and Eric Meyers both were present. Carol Meyers seconded. Passed unanimously.

5. Officers Nominating Committee: Joe Seger (chair), Vivian Bull, Hanan Charaf, Carol Meyers, Ann-Marie Knoblauch

BE IT RESOLVED: the Board elects Sharon Herbert for Vice-President for a second three-year term that shall run from January 1, 2016 to December 31, 2018. Passed unanimously.

BE IT RESOLVED: the Board elects Richard Coffman for Treasurer for a second three-year term that shall run from January 1, 2016 to December 31, 2018. Passed unanimously.

BE IT RESOLVED: the Board elects Lynn Dodd for Secretary for a second three-year term that shall run from January 1, 2016 to December 31, 2018. Passed unanimously.

6. Proposed By-Laws Emendation (Susan Ackerman)

Electronic voting for ASOR Institutional and Individual Trustees, administered through INFORMZ, our system that we use for the *News@ASOR*, etc., shall be enabled by an emendation to the By-Laws.

Larry Gerarty: Chair of Trustee Nominations Committee. Supports a move to make this change as it facilitates a more democratic process and greater participation. It will necessitate a slightly earlier window for the nominations, earlier in the Fall.

Carol Meyers wonders whether attendance at the Annual Meeting might signal a greater involvement in ASOR and thus closer engagement with the issues facing ASOR. Joe Greene says that disenfranchisement may be slightly redressed by giving people a greater chance for engagement and involvement, which might yield an ASOR that is more in line with their interests.

Ann Marie Knoblauch mentions the need to prompt people to ensure that they vote prior to the deadline.

Andy Vaughn: module is confidential regarding one's vote, but ASOR will be able to track who votes. Other societies have seen a change from 5% to 40-60% voting rate. All felt that the increase in participation is a positive move.

Susan Ackerman: we will provide paper ballots for anyone who requests this; however, we will not put this in the Bylaws, so that we can provide this service for the dozen people for whom a special arrangement is being made, an accommodation that will be phased out eventually when no longer needed.

The Trustee Nominations Committee will propose a schedule for the voting going forward.

BE IT RESOLVED: the ASOR Bylaws shall be emended to allow for electronic voting for the Institutional and Individual Members of the ASOR Board of Trustees. Passed unanimously.

7. Committee Appointments

- a. Yorke Rowan for a second three-year term on the Honors and Awards Committee (January 1, 2015, through December 31, 2017)

BE IT RESOLVED: the Board endorses the election by the Honors and Awards committee of Yorke Rowan for a second three-year term on the Honors and Awards Committee (January 1, 2015, through December 31, 2017). Passed unanimously.

- b. Gabrielle Borenstein for a three-year term on the Junior Scholars Committee (January 1, 2015, through December 31, 2017). Passed unanimously.

BE IT RESOLVED: the Board endorses the election by the Honors and Awards committee Gabrielle Borenstein for a three-year term on the Honors and Awards Committee (January 1, 2015, through December 31, 2017). Passed unanimously.

In the future, a short bio will be presented to the Board prior to voting, at the request of Sharon Herbert, Vice President.

8. Committee Proposals (from the Honors and Awards Committee)
 - a. Naming the new (inaugurated 2014) “Best Poster” award and the new (inaugurated 2014) “Best Popular Book” award

President Susan Ackerman presented a summary of the proposal for Committee Chair Laura Mazow. She explained that the Committee has desired to attach names to the awards, and the committee has been engaged in conversations about possible names for more than a year. The committee concluded that it would be good to name the awards for women because all ASOR awards to date have been named after men. The CCC endorsed the concept of naming the awards after women, and the CCC suggested that the Honors and Awards Committee considers women who were active ASOR members.

Ed Wright asked if the families of the person being honored or the person herself had been contacted. Susan replied that we were waiting to contact families until the board has voted.

BE IT RESOLVED: the Board establishes a new name for the Popular Book Award, which shall henceforth be called “The Nancy Lapp Popular Book Award.” Passed unanimously.

She was the first American woman allowed on a dig by G Ernest Wright (McCormick Dig) as long as she shared a tent with her husband.

BE IT RESOLVED: the Board establishes a new name for the previously created Poster Award, which shall henceforth be called “The Joy Ungerleider(-Meyerson) Annual Meeting Poster Award.” Passed unanimously.

The ASOR President shall contact the honoree or the family of the honoree to seek approval and to confirm the specific designation. The President shall be empowered to change the name of the award if the family so desires. There is no cash award associated with these awards.

Rami Arav: might this change in future? Presently there is no cash attached to these awards, but we could make new awards, and we could name existing awards.

9. Update on ASOR’s SHI Initiative for FY 2016 and 2017 (Susan Ackerman)

Susan Ackerman gave the update on the SHI Initiative, which originally was to run for 12 months. The cooperative agreement was originally \$600,000 and started on August 4,

2014. ASOR was authorized to include pre-grant expenses starting July 1, 2014. The cooperative agreement was expanded to include areas of Iraq on September 22, 2014. At that time, the agreement was expanded to \$756,000. Susan explained that the Department of State is very pleased with our work to date. Further, based on the likelihood that the conflict will continue beyond the original 12 month period of the contract with the State Department, ASOR has been asked to make a proposal for a two-year continuation of the cooperative agreement, including the northern Iraq component, through FY16 and 17. Proposal is to base the proposal on the existing amount of funding with 3% annual increases, which nets a \$2 million dollar ASOR budget. Susan distributed a confidential draft document that contains a proposed scope of work for year two of the project.

Susan Ackerman made special note of the major augmentation of the ASOR Budget because of the SHI effort. Susan also observed that by approving this budget, the Board implicitly will be approving ASOR to move forward with this project for another two years.

Vivian Bull observed that ASOR is not getting the coverage for this that it might get in public. Suggests that people who know journalists, e.g. Kristoff, might be recruited.

Susan responded that among the eighteen items we have proposed in the Scope of Work is a proposal that we hire a journalist, possibly from BU (which has a school of journalism), who could help us and develop a public messaging component.

A point was made to include not only the institutional relationships of SHI team members, but also the ASOR relationship.

Rami Arav is concerned that attention to the destruction in Syria and northern Iraq encourages future destruction.

Tim Harrison: this is an important issue. The actors in this conflict are sophisticated, and we should be sophisticated as well, so that we are not reporting the destruction but the historical/archaeological significance and value is of what is destroyed. Andy agrees with Tim: will our ignoring these events enable ASOR to positively impact the situation? One question that has come up is whether groups like ASOR SHI should release satellite imagery that contradicts claims by ISIS. However, major reporters have access to this imagery and know some of the same things we know, and they will do their work and report what they have learned. We as an international scholarly community can help them better understand the cultural significance. Indeed, who are we as a predominantly western society to determine who can and cannot put out information?

In short, there are many ethical issues facing ASOR in this project, more than we had thought at the outset. The news media are driving the story, and this story may not be what is best for people to understand the cultural heritage significance.

Rachel Hallote: How has the media found us so far? State Dept gives referrals to us. Various reporters (NYT, WP, London paper, etc.) have found us helpful and these reporters talk. So we have an enhanced profile. We also put out a weekly report of 40-150pp, so serious reporters read that and then contact ASOR. 5-6 key reporters have found out about us, and the word has spread.

Joe Greene: Sees two issues: 1 – the calamity itself; 2 – how ASOR participates in this. This requires that we build a profile as a reputable source of information, and we are learning as babes in the woods.

Eric Meyers: ASOR should have a professional journalist who could be our spokesperson or writer who could put our case forward in the best light. Our current staff is doing as well as possible, but a targeted staff acquisition to write would facilitate this, and a budget item might be warranted.

Catherine Duff: she is a former journalist; says that releases could get noticed now in view of the context.

Rami Arav: vandalism is not new, Khirbet Shema, Bethsaida (replica); but the press does not report it. Temple of Artemis in Ephesus was burned so someone could become famous. How do we respond to this, to prevent the next vandalism?

Vivian Bull: work with the communications department of BU, rather than the journalism. (CHECK WITH DIANE WINSTON ABOUT THIS).

Andy: there are many things we could do, but we are stretched. ASOR has spoken with professors about intern, but we really need some real funding to manage this. The funding sounds like it is a lot, but we have 7-12 employees. We are not allowed to spend money on messaging until it is in the scope of work, and we are arguing forward that the crisis needs more moderate and informed voices. We are trying to show peoples of Syria and Iraq that we care about them as people, about their culture, about their identity. It is both the right and the smart thing to do.

Hanan Charaf: each year there are many Dept of State applications for interns, would they divert an intern to ASOR?

Susan/Andy: we can talk to Susan Pittman about this?

Joe: what we are doing? And what we are finding out in doing this initiative? We should be getting press for the results. Also concerned about the issue Rami is raising: how much of what we are finding out in this initiative should go out?

This is a cooperative agreement, in which we are in constant conversation with State about this.

Ray Ewing: change of circumstances in Iraq, has there been any US opposition/support for this effort?

Susan Ackerman: AAAS and UPenn (NSF) funding is also supporting research looking at cultural heritage degradation. People have asked whether this is duplication of efforts. Have discussed this with State and those other parties. State believes these are not duplicative projects.

10. Treasurer's Report (Richard Coffman)

There are four action items from the Finance Committee, and a report by the

Treasurer.

- a. ASOR is projected to generate a modest FY 2015 increase in unrestricted assets available for operations (i.e., unrestricted net income) of \$1289 on an \$1.8 million budget. See Exhibit C. This speaks to careful stewardship of the resources of ASOR and its budgets by Andy, Selma, Inda, and the staff. That said, the Treasurer noted that this number probably will be higher based on certain Syrian Heritage Initiative (SHI) developments during the fourth quarter.

The Treasurer further reported that ASOR's FY 2015 investment results for the nine-month period ending March 31, 2015, are solid and on track. The Fellowship Accounts generated a collective gain of \$38,415 (+5.7%), while the Endowment Accounts generated a collective gain of \$33,703 (+5.2%). By comparison, the S&P 500 index was +7.1% for the same period.

As noted in prior Finance Committee reports, the S&P 500 index is one of the best representations of the U.S. stock market, and a bellwether for the U.S. economy. Although ASOR's investment returns for the first three quarters of FY 2015 are less than the overall increase in the S&P 500 index, ASOR continues to be on track for the long term under the current Fellowship and Endowment Account investment allocation models.

Susan Ackerman mentioned in Investment Report: list 5, 6: Strange/Mitkiff Family and Meyers Fellowships were added this year. Both have more than \$50K, in large part because members of this Board wanted to honor these long-term servants of the Board. We will be awarding fellowships from these funds starting Summer, 2016.

Now we begin work to add a third fellowship in honor of Joe Seger. Raised \$11K of the \$50K needed to fully fund this account

Tim Harrison: Annual Fund line? Susan Ackerman: line 14 under Income, exhibit C FY 2015 budget and forecast. We budgeted that we would raise \$100K this year, and we are curtailing this forecast to \$65K. Donors have been incredibly generous. We raised \$1.7 million in our foundational campaign. Andy is a tremendous fundraiser and his attention is redirected toward SHI, which impacts his ability to fundraise. Going forward we hope to bring his contribution to SHI down from 40-50% to 33%.

Indirect income from SHI helps offset some of the costs because Andy cannot give as much time to fundraising.

Richard comments that it's an allocation of resources issue. Over time, the investment ROI to SHI will be higher than straight fundraising.

Andy: 65K forecast. \$39,500 reached for Annual Fund thus far. We will reach the \$65K if Trustees allocate money toward the Annual Fund, if Trustees give at last year's level. Think about making part of our gift to ASOR to an Unrestricted category.

BE IT RESOLVED: the Board adopts the FY 2016 Budget. Passed unanimously.

- b. Creation of permanently restricted funds for the P.E. MacAllister Fellowships, the Carol and Eric Meyers Fellowships, and the Strange/Midkiff Families Fellowships.

The Board endorses the establishment of the MacAllister Fund, in consideration of the following:

Whereas ASOR instituted a campaign in 2013 to raise funds to establish a permanently restricted endowment account known as the P. E. MacAllister Endowed Scholarship Fund for Archaeological Volunteers; and

Whereas multiple donors contributed amounts, ranging from \$10 to \$25,000, to establish the account; and

Whereas the aggregate contributions to the P. E. MacAllister Endowed Scholarship Fund for Archaeological Volunteers now exceed \$50,000; and

Whereas the funds contributed to date have been invested according to the ASOR “Investment and Spending Policy” (posted on the ASOR website), the policy that governs the investment and disbursement of funds in permanently restricted accounts;

Therefore, BE IT RESOLVED: the ASOR Board of Trustees formally designates all funds contributed by multiple donors to the P. E. MacAllister Endowed Scholarship Fund for Archaeological Volunteers (both prior to and after this resolution) as the permanently designated corpus amount (or historic dollar amount) of the P. E. MacAllister Fund. The P. E. MacAllister Endowed Scholarship Fund for Archaeological Volunteers will be invested and disbursed according to ASOR’s “Investment and Spending Policy,” which the Board of Trustees may modify from time to time in the future; passed unanimously.

The Board endorses the establishment of the Strange/Midkiff Fund, in consideration of the following:

Whereas ASOR instituted a campaign in 2014 to raise funds to establish a permanently restricted endowment account known as the Strange/Midkiff Families Endowed Scholarship Fund for Archaeological Volunteers; and

Whereas multiple donors contributed amounts, ranging from \$10 to \$25,000, to establish the account; and

Whereas the aggregate contributions to the Strange/Midkiff Families Endowed Scholarship Fund for Archaeological Volunteers now exceed \$50,000; and

Whereas the funds contributed to date have been invested according to the ASOR “Investment and Spending Policy” (posted on the ASOR website), the policy that governs the investment and disbursement of funds in permanently restricted accounts;

Therefore, BE IT RESOLVED: the ASOR Board of Trustees formally designates

all funds contributed by multiple donors to the Strange/Midkiff Families Endowed Scholarship Fund for Archaeological Volunteers (both prior to and after this resolution) as the permanently designated corpus amount (or historic dollar amount) of the Strange/Midkiff Fund. The Strange/Midkiff Families Endowed Scholarship Fund for Archaeological Volunteers will be invested and disbursed according to ASOR's "Investment and Spending Policy," which the Board of Trustees may modify from time to time in the future. Moved by Joe Seger; seconded by Tim Harrison; passed unanimously.

The Board endorses the establishment of the Eric and Carol Meyers Fund, in consideration of the following:

Whereas ASOR instituted a campaign in 2014 to raise funds to establish a permanently restricted endowment account known as the Eric and Carol Meyers Endowed Scholarship Fund for Archaeological Volunteers; and

Whereas multiple donors contributed amounts, ranging from \$10 to \$25,000, to establish the account; and

Whereas the aggregate contributions to the Eric and Carol Meyers Endowed Scholarship Fund for Archaeological Volunteers now exceed \$50,000; and

Whereas the funds contributed to date have been invested according to the ASOR "Investment and Spending Policy" (posted on the ASOR website), the policy that governs the investment and disbursement of funds in permanently restricted accounts;

Therefore, BE IT RESOLVED: the ASOR Board of Trustees formally designates all funds contributed by multiple donors to the Eric and Carol Meyers Endowed Scholarship Fund for Archaeological Volunteers (both prior to and after this resolution) as the permanently designated corpus amount (or historic dollar amount) of the Eric and Carol Meyers Fund. The Eric and Carol Meyers Endowed Scholarship Fund for Archaeological Volunteers will be invested and disbursed according to ASOR's "Investment and Spending Policy," which the Board of Trustees may modify from time to time in the future; passed unanimously.

Funds will be permanently restricted henceforth.

c. Request for permission for the Treasurer and Finance Committee to take a decision about the FY 2015 auditors

ASOR's policy is to review contracts with vendors every three years to make sure the organization is paying current market prices for goods and services. This is the year ASOR is scheduled to review the contract with Romeo, Wiggins & Co., LLP, ASOR's outside auditors, as part of the competitive bidding process.

At the November 23, 2014 Board meeting, the Finance Committee was granted

the authority to vet and select the CPA firm for the FY 2015, 2016, and 2017 audits and tax returns. Pending further negotiations with the State Department, we have not commenced the competitive bidding process. The Executive Director, Treasurer, and the Finance Committee recommend that the process be postponed an additional four to six weeks until a signed renewal of the SHI cooperative agreement is in hand. At that point, we will have a better idea of our audit needs for the next three years, and be in a better position to draft a more precise request for proposal.

BE IT RESOLVED: the Treasurer and Finance Committee be authorized to take a decision about the FY 2015 auditors

d. Emendation of the Conflict-of-Interest Form

BE IT RESOLVED: the EC endorses the emendation of the Conflict-of-Interest Form for Question 9 as follows:

“9. Are you aware of any other events, transactions, arrangements, or other situations that you believe should be examined by ASOR’s board or the executive committee in accordance with the terms and intent of ASOR’s conflict-of-interest policy? **If you are a board member, trustee, or officer of a competing or affinity organization, please describe any potential conflicts.** Yes () No ()

In closing, ASOR is financially healthy, on track to meet (or exceed) the FY 2015 budget.

11. ASOR Policy on Professional Conduct

Susan Ackerman provided an Introduction: The process of developing a comprehensive professional conduct policy for ASOR was begun in 2010, when then-President Tim Harrison convened an ad hoc Ethics Working Group, with members Lynn Swartz Dodd (chair), Thomas Davis, Jane Evans, Larry Herr, and Marian Feldman. The Working Group then engaged in a multi-faceted process in order to develop a proposal for an ASOR Policy on Professional Conduct. For example, they researched the policies of peer organizations, as well as consulting broadly with ASOR leaders past and present (trustees, officers, committee chairs, and other committee members). The Working Group also reached out to individual ASOR members: in private conversations, through our *News@ASOR* e-newsletter, and at various sessions organized at the ASOR Annual Meeting (e.g., the “speed ethics” session hosted by the Working Group at the 2013 meeting and the discussion forum held during the Friday lunch hour of the 2014 meeting). The Board has also regularly reviewed the work of the Ethics Working Group as it has gone forward, at each Board meeting since November 2012. In addition, the proposed ASOR Policy on Professional Conduct has been discussed several times by the Executive Committee and by the Chairs Coordinating Council, as well as by various of ASOR’s standing committees (especially CAP, COP, and the Program Committee). During the past year, moreover (during Fall 2014 and again during Winter 2015), a draft of the proposed policy was

posted on ASOR's website in order to solicit comments from the entire membership.

The Ethics Working Group has, in short, been exceptionally diligent in soliciting feedback as it has worked its way through multiple iterations of the proposed ASOR Policy on Professional Conduct; furthermore, the Working Group has been extremely conscientious about incorporating that feedback as it has endeavored to develop a policy that takes all of ASOR's multiple constituencies, and the multiplicity of views that can be found among those multiple constituencies, into account. Thus, and by necessity, the resulting policy reflects compromise. But it is not, in Susan's view, compromised. Rather, what the Ethics Working Group has given us, again in Susan's view, is a document that puts forward consensus positions on which we can all broadly agree. In particular, regarding what Susan identified as the most contentious issues the policy addresses – the presentation and publication of artifacts lacking an archaeological findspot and the presentation and publication of materials that come from occupied territories – the policy strives to put forth provisions that honor principles held by many ASOR members yet that allow for some flexibility based on, especially, the current political turmoil in the Near East.

(Lynn Dodd): Expressed her thanks to Tim Harrison for his vision and for starting us on this process toward a holistic Policy on Professional Conduct that will apply to all activities and domains of ASOR. It was a profound gamble, because of policies we had already in place, but he was willing to open up all the topics to negotiation. Lynn also thanked the Working Group members: Marian Feldman, Jane DeRose Evans, Tom Davis and Larry Herr for their diligence in this process and for their willingness to be consulted with short deadlines and through many iterations as this policy has formed these past several years. An important part of this process has been to hear from the wide spectrum of ASOR members, and especially as the policy began to take shape, to give ample opportunity for dissenting voices to express themselves fully, particularly so that we could be sure that we weren't missing something critical. Amid all the feedback and critique, the vision that kept us moving forward was ASOR as a diverse, ecumenical organization that brings a diversity of professional approaches to bear on ASOR's Mission, as stated at the outset of the Policy.

EC has considered the final version of the Policy on Professional Conduct and enthusiastically endorses it.

Sharon Herbert says that CCC has discussed at length during three meetings/call. The group agreed that this is a policy that should be accepted. Some members remain uncomfortable with certain things. Compromises have been made. The policy received CCC's unanimous support and endorsement, and the CCC gives its thanks to Lynn Dodd and her committee.

Topics discussed include the desire to continue to foreground a requirement for scholars to make public details about where their records and data can be found and to emphasize curation of data in responsible ways.

BE IT RESOLVED: the Board adopts ASOR's Policy on Professional Conduct and directs that any future amendments to the mission be incorporated into it automatically.

Moved by Tim Harrison and seconded by Hanan Charaf. Passed unanimously.

Susan Ackerman expressed her thanks to Lynn Dodd and the committee for their work on this policy over the past years.

New Business

12. Wendell Weir Legacy Gift (Susan Ackerman)

Wendell Weir was a Congregationalist Minister and son of a notable Congregationalist minister in Los Angeles. 11% of assets of the estate are being donated to ASOR, roughly \$80-90K. Susan Ackerman presented the options discussed by the EC, which is that we either put the money into the endowment or into the Harris Fund. Sharon Herbert put it succinctly by saying that “it isn’t sexy, but that is the best move we can make, putting it to the endowment.” She says: “even though I am an excavator, as someone who has done development work, I know how hard it is to develop operating funds.”

Joe Seger: there could be a naming opportunity, but there is a precedent for this: when James Ross (\$34K) gave us funds in the past, we put it into the Endowment for General Operations.

Andy Vaughn: this will be the second legacy gift, unplanned, that ASOR will receive. Shows donors that we manage the money prudently to build up ASOR broadly for the future.

Sheldon: technically, when a gift comes from the estate, it is not restricted, so if the board takes this action, then we create a board designated endowment that can be changed and that will be accounted for separately, as the Board always has the right to change their mind. When Ross gift came, we didn’t think through it quite like this.

Teddy: was there ever a goal for the Harris Fund? Is there a way to put some of the Weir legacy in one fund and some in another fund? No enthusiasm for this in EC. Was felt that this would dilute the impact of the gift to split it.

Eric: Sheldon’s comments encourage us to think of honoring the donors for what they have done...as a Legacy Donor.

Vivian: important to support the endowment in the long term, and a concept of a Legacy Donor contribution is a good idea too.

Peggy: go with the unsexy endowment.

BE IT RESOLVED: the Board of Trustees places the Wendell Weir legacy gift into the Endowment for general operations. Unanimously approved. Joe made the motion and Vivian Bull seconded. Unanimously approved.

13. ASOR Strategic Plan, 2016-2020 (Susan Ackerman)

Small group breakouts were organized to consider and report back on the topics assigned.

Group #1: Tim (Teddy, Lynn, Carol) – Topics II, III, VI

II: By developing robust programs for the general public.

Cultural heritage issue captured by “by maintaining the highest ethical standards of scholarship and public discourse” so discourages a separate cultural heritage bullet: we don’t want historically contingent events to be driving the mission and so favors a more general wording.

Geography: SW Asia and Mediterranean Basin rather than Near East.

By offering educational opportunities in history and archaeology to students in institutions of higher education.

III: Annual Meeting: time and location. Suggestion: not to act to change, but to see how San Antonio meeting goes, with the more explicit separation that will be in play there; to see its impact prior to making a more decisive decision; also to see how ASOR/SBL connection works in San Antonio and whether the separation enables us to reach out beyond traditional audience by saying we are distinct from SBL.

Keep AM program at same size; focus on quality, grow registrants...dealing with marketing efforts to draw a broader public.

VI: membership support: need to be worried about defining membership benefits and shifting away from core reliance on subscriptions; focus instead on student scholarships and research scholarships will give a longer-term attraction.

Group #2: Sharon (Joe, Ray, Larry) – Topics II, IV, VII

II: ASOR is our brand; name not going to go away; “American” is our name, our orientation; get over it. But what do we offer our non-American institutional members (big issue for CCC)? Likes Near East as geographical designation.

IV: agreed that most important issue facing publications is getting materials into accessible electronic format – both ongoing and previous publications, including books and annual reports. OI is a model (required donors): there, printed sales have gone up, even as downloads have gone through the roof: a real service. Outreach: oversight...how the content is controlled for *ANE Today* and Blog: should editor of *ANE Today* be reviewed every three years? Alex Joffe is editor. Agreed there should be oversight.

VII: Next generation/fostering the field. Thought all great ideas. Red flag: NSA – suggestions: publications, journalism, NGOs, government agencies

Group #3: Ed Wright (Matt, Sheila, Hanan) – Topics II, V, VIII

II: geographical designation: ancient Near East and Mediterranean worlds. Makes sure all beyond N America are franchised in ASOR regardless of name.

IV: need to support people regarding publications and publication subventions; support interactions between fieldwork projects and local communities, in addition to interactions with local schools (i.e., ASOR overseas centers), including support for non-Americans in those communities. Outreach to Middle East scholars and grad students in the regions of interest for ASOR. Develop fellowship funding for non-tenured and independent scholars.

VIII: where and when do we engage? Be prepared in advance by engaging with on the ground people, possibly through the agency of the *ad hoc* heritage preservation committee? Or session to explore policy, procedures and potential warning signs.

Group #4: Eric Meyers (Catherine, Sheldon, Andy) – Topics II, III, IV

II: geographical designation = Ancient Mediterranean and Near Eastern worlds (opens up

possibilities to the future and is authentic to ASOR's history which is focused to Levant and Mesopotamia.

"ASOR is an international organization whose mission is to initiate...."

5th bullet, p.2: higher educational institutions "around the world"

III: AM: varied viewpoints, suggests a task force. 20% of membership is involved in SBL actively. Requires some study.

IV: concurred with the committee recommendations that oversight of outreach publications' editors go to Membership and Outreach.

Group #5: Ann Marie Knoblauch (Richard, Rami, Vivian) – Topics II, V, VI

II: re the name ASOR: is there another "O" word? Geographic designation: Mediterranean basin, wants to be driven by what we are doing, rather than what we want to do.

To be inclusive: define archaeology in a way that applies to related disciplines (e.g. digital technology; scientific disciplines).

North American: CAARI moved in a direction of international; voted toward fellowships and international support.

Other forms of membership support: did not discuss. Richard points out the Oriental and Near East are not easily understandable to non-academic folks with money. (they think China)

Group #6: Joe Seger (Susan, Peggy, Steve) – Topics II, VII, VIII

II: we are in the Near East and no modern term equally categorizes. North American v international: we are chartered in N America, includes international, but we should hold tight to that origin and identity. New points: questioned addition of K-12. Re: preserving cultural heritage: considers incorporation a reflection of what we are doing already.

VII: fostering field, next generation: Younger scholars involved in formation of strategic plan; fellowships largely to grad students: has been a success in drawing people in.

Cultivating recipients more: alumni activities, receptions, to feel part of the franchise...to continue to grow in their connection to ASOR. Bring them back, keep them in the fold.

Liaison with SBL: used to be more connections inter-organizationally -- ASOR used to have slots for AOS, SBL, AAR on Board, and this has gone away in favor of informal contacts and general overlapping interests. Might be a good idea to hold an Annual Meeting session about career tracks: other possibilities for grad students beyond the academy and within the academy. Felt this is a good document and raised important issues.

Susan Ackerman will take this feedback from Board and CCC to Strategic Planning Task Force so that they can continue working toward a revised document. EC will see it in Fall meeting, and if possible, the Board can ratify the new Strategic Plan in November, 2015.

Reports:

14. Chairs Coordinating Council (Sharon Herbert)

The CCC has been meeting and discussing many issues of shared concern and interest including the Professional Conduct Policy and Internationalization in ASOR.

15. CAARI (Raymond Ewing):

This is Ray's last meeting as CAARI President, after 5 years. See the latest issue of CAARI news. Big hole for the library expansion project, for the underground extension; the rehab of the current library is already done. Hope to be done will full project by Summer, 2016 and will enable the CAARI Board to meet in Cyprus for the dedication (which means that potentially, there will be nobody from CAARI at the ASOR Spring Board meeting in 2016). Ray asked for early establishment of the date of the Spring Board Meeting. Going forward: Focus on maintenance, upkeep on hostel rooms; building façade. Received a grant from CAORC to restore the building façade. Ray's successor to be elected today: Bryan Wilkins likely.

Susan Ackerman spoke for the Board in saying that the Board will miss Ray Ewing; it has been a delight having him on the ASOR Board of Trustees these past years.

16. Written report by ACOR submitted. No representative is present.

17. AIAR

(Sharon Herbert): Albright is doing well with its new director. Tiny operating endowment. Seeking NEH Challenge Grant. Need to grow our Board to get more involved and in donating money. Great deal of delayed maintenance. Programs are strong and healthy, including particularly the scholarship program.

(Matt Adams): all going well at Albright. Great class of normal people as fellows. Haven't had many challenges with personalities and fellows. Continues with programs, lectures, workshops, field trips. Fellows took trip to Greece. Next year hopes to be a trip to Egypt coordinated with ARCE. May 8th Annual Shwarma Fest (end of academic year at Albright). July 4th First Annual BBQ for all the people in the country. Fellows have been enjoyed facilities renovation; transition of digital infrastructure, wireless, faster, etc. Cleaning up grounds; hoping to inaugurate the archaeology compound: move shipping containers so people can lay out artifacts on tables, have wireless, shade in which to work, etc.

18. Announcements:

Vivian Bull spoke for the family in appreciation of the support that they have received from 500 people, who took the time to send emails, notes, make comments, etc., about Bob Bull. The Shechem material is at Harvard. Drew realized that they are responsible for making Tell er-Ras materials accessible, and these will be added to storage area where Caesarea materials are kept. Jack Bennett has taken over from Bob Bull. Jane Evans is taking on other material. Now all data and artifacts will be made available by Drew.

Meeting adjourned by the President at 12:02 PM.

ASOR Board of Trustees Meeting
Hope I and II
InterContinental Buckhead Atlanta Hotel
November 22, 2015

9:00 AM-12:00 PM (with a working breakfast from 8:00 AM-9:00 AM)

Present: B.W. Ruffner (Chair); Susan Ackerman (President); Sharon Herbert (Vice President); Tim Harrison (Past President); Richard Coffman (Treasurer); Lynn Swartz Dodd (Secretary); Andy Vaughn (Executive Director); Eric Meyers; Carol Meyers; Ann-Marie Knoblauch; Joe Seger; Steven Ortiz; James Strange; Hanan Charaf; Susan Laden; J.P. Dessel; Rachel Hallote; Joseph Greene; Michael Hasel; Vivian Bull; Theodore Burgh; Peggy Duly; Larry Geraty; Sheldon Fox; Sheila Bishop; Øystein LaBianca.

Guests present: Jeffrey Blakely; Michael Danti; Andrew McCarthy; Barbara Porter; Selma Omerefendic.

Board members absent: Catherine Duff; Ed Wright; Barry Gittlen; Robert Oden; Rami Arav; W. Mark Lanier; Bryan Wilkins

1. Call to Order and Introductions (B.W. Ruffner): 9:06am.
2. Approval of Agenda: Agenda approved unanimously.
3. Follow-up from the Strategic Planning Task Force Breakfast (Susan Ackerman)

Eric Meyers group: Wish to add emphases to Strategic Plan: (1) stating the concerns of the younger generation and that we will do all we can to help the younger generation succeed in the field we love and that we plan to make initiatives in that area to make that happen, K-12 emphasis is compelling and want it added; (2) work in Cultural Heritage Initiatives is endorsed and should add (3) Cultural Resource Management as a strategic area of concern for the future. Could yield financial and other results for ASOR.

Sten LaBianca group: (1) supports broadening the description of ASOR's geographic scope to include "wider Mediterranean"; (2) feels that there could be more done to vet the papers in our Annual Meeting sessions; some schools still will not count papers at ASOR for tenure because the rate of acceptance is so high; (3) quality of the book exhibit at the Annual Meeting has gone down; could something be done about this; (4) feels that gender diversity is better but we have not achieved balance in other areas. (5) In terms of outreach: we like outreach, but we are not Discovery Channel or BBC. Might we partner with a major media organization, offering our content to them, so we have a synergy with them, rather than trying to do top quality videos ourselves? (6) Issue of institutional membership: hard to get institutions to join; consider a tiered

approach perhaps, because those students who have access to fellowships through institutional members.

Re: 99% acceptance rate: Susan comments that this is a concern of the program committee. Is not interested in increasing the number of sessions at the meeting, but the quality of the meeting's papers. Eric thinks that tenure committees at R1 universities don't ask in general about paper acceptance rates, although some other colleges do that. B.W. Ruffner: would a more rigorous acceptance policy for papers undermine grad student access?

Vivian Bull's group: conversation was resource driven; were concerned that there were a lot of priorities that were measurable; (1) need to set out main priorities, so that those that require funding are identified; (2) needs more effort put into raising funds; may mean stepping outside normal areas where we have raised funds in the past; (3) requires Board level commitment to the CHI if the US DOS were to withdraw; (4) question of implementation in priority and resource setting; need to have active development program that is ongoing and institutionally-ongoing operation; because we are competing with the very institutions we have as members. Experience in contacts and working with resources from different areas than we have developed in the past. Optimistic that this represents a positive goal for ASOR going forward.

Carol Meyers' group: (1) liked the growth oriented aspects (diversity, inclusion of non North Americans in organizational structure, committees; admirable goals of diversity are not yet reflected in the Board, not so much gender/ethnicity but rather focused on the Israel/Jordan sector of our interests; (2) structure - needs an Executive Summary/elevator version so that it is tied together tightly; (3) section on outreach; needs to be more specific. There is a blurring of goals and implementation (possibly there needs to be balance across plan). (4) ASOR is more than just archaeology; in terms of public awareness of broader goals and in terms of grants: there are other types of work and we want to support and encourage this as well through grant funding.

Richard Coffman's group: (1) propose an additional bullet point for the who we are and what we do: Encouraging the proper archival preservation of the documentary materials of archaeological research (add to mission); (2) Plan is solid piece of work; long on great ideas and goals; uneven on how we get there and what the organization on what ASOR looks like when we arrive (what is the realized aspiration?) (3) Liked the international reach, more inclusion of international membership (the 22% currently outside the USA); likes the idea of the international meeting, unsure of the logistics, conceptually it's ok; (4) need some kind of consumer-friendly public outreach type program, perhaps a Sat/Sun afternoon: requires a lot of work planning, and good marketing, even if it's marketing to the local community; (5) name issue and branding: important

fundamental step that we need to take: want to see this fleshed out how to do deal with it one way or the other.

Sharon Herbert's group: in general supportive of the plan; Susan did a terrific job; (1) publication plan is good and is moving in good directions; (2) CHI considered a strength that cannot be emphasized enough; (3) internationalization and to overseas centers was praised; (4) discussed meeting with other organizations and encourages us to explore this; could we meet in cities that can accommodate us all? Weaknesses: (5) focus on helping junior scholars financially; this can relate to paper quality and attendance: possibly get grad students involved in the program in other ways aside from giving papers (possibly punching up poster program; following AIA to continue the poster session). Increase attendance without sacrificing paper quality.

Susan Ackerman: remarked that the feedback from the Board was encouraging to her. Applause. Timeline: have now (at the Annual Meeting) received feedback from the committees and Trustees; will revise the Strategic Plan by mid-December to distribute to committees, Trustees, general membership; plan is to receive comments, re-revise, send out for one final round of comment, and then post a revised plan for April, 2016 Board meeting to ratify it.

ACTION ITEM: The President will form an *ad hoc* committee about the date and place of the annual meeting, in view of the complications of meeting with AAR/SBL.

Carol Meyers: there is a mismatch between what SBL is communicating about the possibility of working with SBL and what ASOR perceives they are willing to do.

Susan Ackerman: conversation with John Kutsko recently, and we learned some things about the process. We will keep talking.

4. ASOR's Cultural Heritage Initiatives (Michael Danti [guest])

Susan Ackerman introduced Michael Danti, one of the PIs in CHI, who testified just this past week before the U.S. House of Representatives Subcommittee on Terrorism, Nonproliferation and Trade. Michael Danti reported that most members were there; they asked good questions. There is no question that antiquities trafficking is a source of funding for ISIS, although we don't know precise total value of trade. Still, it is an important source of revenue. The subcommittee thanked ASOR for its research, and Michael's statement was entered into the congressional record. Clearly the representatives on the subcommittee have a positive impression of the work ASOR is doing.

BW Ruffner reported that S. 1887, "Protect and Preserve International Cultural Property Act," is still under consideration in the Senate Foreign Relations

Committee.

Danti: discussion about how to push the legislation through. There is pushback, and advocates are trying to build more support now. The bill has changed substantially since it was passed by the House.

Susan Ackerman to Michael: we are proud of the work that you are doing and the way that you are representing ASOR.

Business Items (9:45-10:30)

5. Approval of the Minutes from the April Board Meeting (April 18, 2015).

BE IT RESOLVED, the Minutes are approved. Unanimously approved.

6. Committee Appointments

Bill Caraher, for a second three-year term as a member of the Program

Committee (January 1, 2016- December 31, 2018).

Helen Dixon, for an initial three-year term as a member of the Program

Committee (January 1, 2016- December 31, 2018).

David Ilan, for an initial three-year term as a member of the Program

Committee (January 1, 2016- December 31, 2018).

Lauren Monroe, for a second three-year term as a member of the Honors and Awards Committee (January 1, 2016- December 31, 2018).

K. Lawson Younger, for a three-year term, after an initial one-year term, as a member of the Honors and Awards Committee (January 1, 2016-December 31, 2018).

Sarah Witcher Kansa for a second three-year term as a member of the Committee on Publication (January 1, 2106-December 31, 2018) and for a one-year extensions as a member of the Committee on Archaeological and Research Policy (January 1, 2016 - December 31, 2016).

Suzanne Birch, for an initial three year term as a member of the committee on Publication (January 1, 2016-December 31, 2018)

Yorke Rowan, for a one-year extension as a member of the Committee on Archaeological and Research Policy (January 1, 2016-December 31, 2016)

Levent Atici, for a one-year extensions as a member of the Committee on Archaeological Research and Policy (January 1, 2016-December 31, 2016).

Jack Green, for a one-year extension as a member of the Committee on Archaeological Research and Policy (January 1, 2016-December 31, 2016).

James Osborne, for a one-year extension as a member of the

Committee on Archaeological Research and Policy (January 1, 2016-
December 31, 2016).

BE IT RESOLVED, all the appointments of committee members listed above are approved by the Board of Trustees. Unanimously approved.

7. Board Trustee Nominations Committee (Larry Geraty)

Rachel Hallote and Larry thank Andy and his staff for their assistance with the Board Trustee Nominations and Election process. We tried an electronic vote this year; many more participated. The results were: Ed Wright and Jeff Blakely (institutional members) and Ann-Marie Knoblauch and Jane DeRose Evans (individual members). The President says thank you and a warm goodbye to Catherine Duff (individual member) and Barry Gittlen (institutional member).

Susan Ackerman: welcome to Jeff Blakely, a new member.

BE IT RESOLVED, the Trustees affirm the appointments. Unanimously approved.

8. Board Trustee Appointments (Susan Ackerman)

BE IT RESOLVED, Eric Meyers is nominated for a position on the Board of Trustees for three years (2016-2018). Unanimously approved.

Eric Meyers has been a trustee for about 35 years.

BE IT RESOLVED, James Strange is nominated for a position on the Board of Trustees for three years (2016-2018). Unanimously approved.

Randy Helm: has considerable managerial expertise in academia, a passion for his roots in the ANE, an area in which he published in his earlier life.

BE IT RESOLVED, Peyton "Randy" Helm is nominated for a position on the Board of Trustees for three years (2016-2018). Unanimously approved.

Thank you to Sheldon Fox as 6 years as Treasurer and for his service on the Board for another three years.

Sheldon Fox responds that he already has registered for San Antonio and Andy still has him on speed dial.

9. Treasurer's Report (Richard Coffman)

The Treasurer initially focused the Board's attention on the Fast Facts at a Glance table in the Finance Committee Report. The first four entries summarize ASOR's cash and investment position at June 30, 2015. It is solid. The FY 2015 net income (*i.e.*, unrestricted assets available for operations) was \$51,062. The total value of all financial accounts (checking accounts, savings accounts and Investment Accounts)

was in excess of \$2.4 million as of June 30, 2015.

The Investment Account yields were over 5.4%, but the memberships and subscriptions revenue was slightly negative across the board. Memberships and subscriptions revenue is not driving the financial engine of the organization; it is one of the targeted goals of the new Strategic Plan.

ITEM	AMOUNT	CHANGE FROM FY 2014
Increase in unrestricted assets Available for operations (<i>i.e.</i> , unrestricted net income)	\$51,062	N.A.
General Fund (<i>i.e.</i> , unrestricted cash available for operations)	\$559,375	+17.64%
Market value of all Investment Accounts	\$1,525,081	+7.12%
Total value of all financial accounts (checking accounts, savings accounts and Investment Accounts)	\$2,415,579	+15.19%
Memberships and subscriptions revenue (total)	\$405,633	-1.72%
Individual Membership revenue (accrual basis)	\$162,003	-0.69%
Institutional Membership revenue (cash basis)	\$78,000	-1.27%
Subscriptions Revenue (accrual basis)	\$224,614	-2.14%
Investment income (Fellowship Accounts)	\$39,091	+5.8%
Investment income (Endowment Accounts)	\$35,097	+5.4%

INVESTMENT ACCOUNTS

The Treasurer made three observations regarding the Investment Accounts.

Changes to the Investment Report. Several Board members requested that the Investment Reports be streamlined, so the FY 2015 Investment Report eliminates the columns for FYE 2009, 2010, and 2011. The current year (FY 2015) + three years of comparative financial information are plenty.

ASOR Custom Benchmark. A new column to the far right of the investment reports, entitled "ASOR Custom Benchmark," has been added. The ASOR Custom Benchmark, which more closely resembles ASOR's actual investment allocations under the Investment and Spending Policy, replaces the S&P 500 Index going forward as the benchmark to measure Investment Account performance. It was suggested by Sheldon Fox, and is a derivative of the benchmark used by his firm to evaluate the investment performance of the endowments of certain of its non-profit clients.

Eighty percent (80%) of the ASOR Custom Benchmark is composed of the MSCI All Cap World Index ("ACWI") – which is based on a global stock portfolio

of large and mid-cap stocks – as opposed to the S&P 500 Index, which includes only U.S. large cap stocks. The ACWI benchmark is commonly used by pensions and endowments.

The remaining 20% of the ASOR Custom Benchmark is composed of the Barclays Aggregate Bond Index, the leading index for benchmarking fixed income returns.

Sheldon suggested the 80% ACWI/20% Barclays Aggregate Bond Index combination because 80% of the Schwab investment model utilized by ASOR consists of equities. For the 12-month period ending June 30, 2015, the ASOR Custom Benchmark is 1.36%, which is calculated as follows: +1.23% (ACWI) x .80 plus +1.86% (Barclay's) x .20. For the 3-month period ending October 31, 2015, the ASOR Custom Benchmark is -1.5%.

Sequoia Fund Adjustments. The Finance Committee recently made significant special adjustments to ASOR's investments in the Sequoia Fund – which are down 15.5% from their value at June 30, 2015. By way of comparison, the S&P 500 is down only 1.5% for the same period.

Being generally aware that the Sequoia Fund is the largest shareholder of Valeant Pharmaceuticals, a recent hot topic in the financial press, Sheldon probed further and discovered that through prior gains in Valeant, Sequoia Fund management had allowed its Valeant investment to grow to comprise 28.7% of the Sequoia Fund portfolio at June 30, 2015. Valeant's business model and accounting practices have recently been under attack, causing the stock to decline in value almost 60% from June 30, 2015 to October 31, 2015.

Sheldon believes Sequoia Fund management violated a fundamental investment principle by allowing one stock to comprise almost 30% of the Fund. As a result of the investment of approximately 50% of ASOR's large-cap equity allocation in the Sequoia Fund, Valeant stock effectively comprised approximately 9% of the General Endowment portfolio, and approximately 13% of the Platt and Harris portfolios at June 30, 2015. These are uncomfortable investment levels in a single stock.

Accordingly, Sheldon recommended that ASOR liquidate a portion of its Sequoia Fund investments across the board to reduce the overall Sequoia Fund investment to 25% of ASOR's large-cap equity allocation for each of the affected ASOR investment portfolios. Sheldon further recommended that the Sequoia Fund sales proceeds be reinvested in the Schwab 1000 Fund, which is ASOR's other large-cap investment fund. The adjustments have been made and are in process. We will continue to monitor the Sequoia Fund investments closely.

BE IT RESOLVED, the Board of Trustees endorses the recommendations of the Finance Committee to make the adjustments to ASOR's investments through the Sequoia Fund and keep the investment at or about 25%; and will monitor the investment closely in its reduced state; and that we will make the adjustments necessary to balance our investments going forward.

FY 2015 ANNUAL AUDIT

Romeo, Wiggins & Co., LLP, the ASOR outside audit firm, has completed the audit. No issues were identified. ASOR received another clean audit report. The auditors applauded the work of Andy Vaughn and his staff.

BE IT RESOLVED, the Board of Trustees approves the FY 2015 audited Financial Statements from the Finance Committee. Unanimously approved.

Sten offers thanks to Selma for her great work in the past years.

FY 2016 JOURNALS ESCROW RECOMMENDATION

The purpose of the Journals Escrow Account is to set aside the funds required to publish ASOR journals so as to fulfill ASOR's obligations to its members and subscribers. This is an annual calculation requiring Board approval. The FY 2016 Journals Escrow Account analysis and recommendation is equal to 40% of the FY 2015 deferred journal income.

Journals Escrow account is a 40% set aside this year. There is no change in the way this is calculated as in years past.

BE IT RESOLVED the Board of Trustees approves the motion from the Finance Committee to accept the FY 2016 Journals Escrow Recommendation. Unanimously approved. Unanimously approved.

Break (10:30)

Agenda is reordered to allow the President to retrieve a document.

10. Other Business:

Membership and Outreach Meeting. Endorsed a concept of a raffle to raise money for the Friends of ASOR. The CCC were comfortable with the concept and felt that this should be taken to the Board of Trustees for consideration.

Steve Dana led a full discussion of the concept of the raffle and its operation and benefits.

BE IT RESOLVED, The Board of Trustees endorses the Committee on Outreach and Membership's plan to move forward in planning and executing a raffle to raise funds for the benefit of the Friends of ASOR. Unanimously approved.

B.W. Ruffner has decided not to seek reelection as Chairman of the Board because of commitment to the AMA. This doesn't mean that he loves ASOR any less; he looks forward to hearing more papers that excite him.

Carol Meyers: moves to thank our Chairman.

BE IT RESOLVED, the Board of Trustees expresses its enormous gratitude to ASOR. Approved unanimously.

11. ASOR Web Page Redesign (Susan Ackerman).

BE IT RESOLVED that the move to a new, more flexible web template is affirmed. Unanimously approved.

BE IT RESOLVED to task the Strategic Planning Committee to develop a proposal for branding with input from a consultant. Motion passed.

Eric and Carol Meyers left. Barbara Porter left.

12. Memorial Moments (Susan Ackerman)

ASOR Members: Roger S. Boraas, Nancy R. Coinman, James W. Flanagan, Stephen Gerson, William W. Hallo, John R. (Jack) Lee, R. Thomas Schaub, Silas M. Vaughn, and Sharon Zuckerman.

ASOR Friends and Allies: Khaled al-Asaad, Walter Burkert, Kutlu Emre, Hans G. Goedicke, Menahem Haran, Holland Hendrix, Harry A. Hoffner, Martin West, Tony Wilkinson, and Adam Zertal.

Additions from the membership: Robert B. Stewart.

13. Committee on ASOR Policy on Professional Conduct (Tim Harrison)

Members: Tim Harrison (chair), Carol Meyers, Joe Greene. The spirit of the committee is a minimalizing one. They believe that the policy went through an outstanding process, and it should have a chance to work. So, the committee perceives their mission presently as clarifying where definitions are needed.

1. section E.4 **acquired** after 1972
 - a. needs to define that legal excavation is ok (as you have not acquired it; is in country of origin; is still owned by state).
 - b. **Recommendation:** insert a footnote that helps clarify a definition of what acquired means.
2. Cuneiform exception: a member has advocated adding the Idumean ostraca to this exception.
 - a. Rationale: The original concept of the cuneiform exception was tied to a very historical and contingent situation: The context of the cuneiform exception was a flood of documents in 1990s. The original policy intended to deal with collections that needed to be stabilized, and then legal

ownership was to be the government of Iraq. At a future time, would be returned. The cuneiform exception seems to have morphed and expanded a bit. There is a feeling among the members at large that they want to restrict rather than expand that exception. The committee believes the policy should have a chance to function. Also, a change of the type suggested doesn't seem to be in keeping with the spirit of the policy. In particular, it is not clear with the Idumean ostraca that there is any plan for their repatriation.

b. **Recommendation:** not to expand the scope of the policy.

3. What is "initial publication"?

a. Committee believes that clarification should come from within the context of the CCC where it should be discussed and language developed.

Tim Harrison gave an appreciation for the other members of the committee and their contribution.

BE IT RESOLVED: the Board of Trustees accepts the report of the committee on Professional Conduct Policy. Joe/Steve. Unanimously approved.

14. Chairs Coordinating Council (Sharon Herbert)

a. Program Committee: kudos to the Program Committee, Arlene Press and Andy Vaughn. The medieval period sessions very well received and outreach to Arabian scholars was successful. One question that was engaged: how might we stop taping and photographing of sessions for those who wish not to be taped or photographed? Also under discussion: the number of unregistered students and our need to support them.

b. Honors and Awards:

All went well this year. We may wish to discuss the point of keeping the awards secret; as recipients may not come to the meeting, while other people don't take surprises that well. Book awards: committee discussed whether ASOR publications are eligible and decided to recommend: Yes, they should be considered. They are in the process of writing a conflict of interest and recusal policy. They created a Call for Nominations for various awards. Laura Mazow asked that everyone let her know about deserving people.

c. Committee on Archaeological and Research Policy (CAP):

CAP, after many years, has affirmed that ASOR should be an international organization and should make all ASOR membership benefits available to all ASOR members. So, CAP will open the status of CAP affiliation to projects with non-North American directors.

Also, rather than having the same vetting process as before, which is a judgmental review process, henceforth, the path to becoming CAP affiliated will involve affirming ASOR's Professional Conduct Policy and CAP's General Standards, and will emphasize mentoring. An application process (and peer review) will continue for ASOR resources (e.g. Harris Grant, other grants, fellowships), which will be available to projects that are CAP affiliated (and individuals who work on these projects). CAP will focus on education, nurturing, mentoring, and encouraging directors to abide by best practices. This removes the big thorn in internationalization.

Feedback sought: how might we develop additional institutional members outside North America? We might now be able to achieve this because all benefits are now available. A reception for CAP-affiliated Dig Directors was held this year in the Presidential Suite.

BE IT RESOLVED, the Board of Trustees endorses the decision by CAP to change the nature of affiliation as described in the motion put forward by CAP.

d. Committee on Membership and Outreach (COM):

1. Friends of ASOR Raffle (discussed earlier, see resolution above).
2. COM is making a big push for internationalization and wants to do an overseas meeting. The PC is very much against this as they believe that they will lose members attending the Annual Meeting in the USA. COM is expanding, and has invited 3 European members to join COM. Presently we have 130 European members, and COM thinks that we could double/triple the numbers.

e. Committee on Publication:

1. COP would like to have a general review of whole publication process by a professional. They recognize that there would have financial implications to this.
2. There will be a review of NEA. Thomas Schneider last year as editor is 2017; he is willing to serve again. Do we consider a term limit exception? If not, the process of mentoring a new editor should begin quickly.

5. Junior Scholars:

Junior scholars liked the accessible, inexpensive food in the lobby. Would like a kosher option (not only meat with cheese). They would like financial help with the cost of membership and attendance in order to enable them to come to the meetings once they are post-doctoral scholars but do not yet have jobs.

Reports (11:30-12:00)

15. AIAR (J. P. Dessel and/or Matthew Adams)

Greetings from Jerusalem. Please read the AIAR newsletter. Matt Adams is making a great start as a Director. There is now a written director's report. This report includes by reference the Report of the Director. Fellowships program are going well.

16. CAARI (Bryan Wilkins and/or Andrew McCarthy)

Brian Wilkins sends his regrets as he could not be here today. By the end of the year, the library expansion will be done and will triple the space available to the library. June 10, 2016, will be the inauguration of the library, and also marks the 25th year of moving into the property where CAARI currently is. Regarding the MOU between USA and Cyprus about trafficking of cultural property, in late 2016 and early 2017, there will be testimonies on this for its renewal in late 2017.

17. ACOR (Øystein LaBianca and Barbara Porter):

Includes by reference the ACOR newsletter. Everyone is encouraged to visit the website in its new incarnation. ACOR received an USAID grant for SCHEP, "Sustainable Cultural Heritage through Engagement of Local Communities Project." This has been a significant effort for ACOR. They are very pleased to bring two Jordanians from Department of Antiquities to the Annual Meeting. They really benefitted from coming here. They had a conference on the history of archaeology of Jordan. See pg. 10 of the newsletter: there was an exchange; other center directors have been visiting. Roger Boraas's donation has yielded Compression Shelving for ACOR. Delighted to report that the ACOR chef received an ASOR W.F. Albright Award. Many people have had his cream puffs or apple pie. She looks forward to letting him know. ACOR will celebrate this award on return to Jordan.

Meeting adjourned at 12:13pm.

ASOR Board of Trustees Meeting Minutes
Sheraton Pentagon City, Arlington, VA
April 17, 2016

Attending: B. W. Ruffner (chairman); Susan Ackerman (President); Sharon Herbert (Vice President); Lynn Swartz Dodd (secretary); Richard Coffman (Treasurer); Tim Harrison (Past President); Susan Laden; Randy Helm; Hanan Charaf; Jane DeRose Evans; F. Bryan Wilkins; Joe Greene; Rachel Hallote; Ann-Marie Knoblauch; Jeff Blakely; Oystein LaBianca; Vivian Bull; Jim Strange; Sheila Bishop; Steve Ortiz; Ed Wright; Peggy Duly; Theodore Burgh; Joe Seger; P.E. MacAllister (Chairman emeritus); Andy Vaughn (Executive Director)

Absent: Rami Arav; J. P. Dessel; Larry Gerarty; Michael Hasel; W. Mark Lanier; Carol Meyers; Eric Meyers; Robert Oden.

Guests: Maya Kopytman (C&G) by phone.

1. Meeting called to Order at 8:07 by Chairman B.W. Ruffner.
2. Introductions.
3. Approval of Agenda.

BE IT RESOLVED, the Agenda is approved, by consent. Viv and Randy. Passed unanimously.

4. Approval of the Minutes from the November Board Meeting (November 22, 2015)

BE IT RESOLVED, the Minutes are approved as amended by the Executive Committee. Passed unanimously.

5. Officers Nominations Committee (Joe Seger)

Joe Seger expressed his appreciation for the work of the committee (members listed in the report). The Executive Committee endorsed the nominations of the committee. The Chairman, B.W. Ruffner, expressed his appreciation for the work of the committee.

BE IT RESOLVED, the Board affirms the recommendation of the Executive Committee and elects Richard Coffman for Chairman of the Board of Trustees of ASOR for a term to extend from January 1, 2016 to December 31, 2019. Motion passed unanimously.

Tim Harrison and Andy Vaughn mentioned how much Susan Ackerman seems to love this job; she radiates energy for ASOR and has great skills and is passionately committed to ASOR. She devotes an immense amount of time and is truly concerned with advancing ASOR rather than getting credit for her work. We are fortunate that she is willing to serve ASOR.

BE IT RESOLVED the Board affirms the recommendation of the Executive Committee

Consistent with the budget, ASOR is projected to break even or generate a modest increase in unrestricted assets available for operations (*i.e.*, unrestricted net income) in FY 2016.

The Treasurer noted that the FY 2016 Budget calls for \$80,000 of Annual Fund contributions. However, to date, ASOR has only received \$40,000; we must receive at least \$64,000 before June 30, 2016 to make budget or adjustments will have to be made in other areas. The Treasurer encouraged the Board to step up to the plate financially to insure we make budget. The Treasurer encouraged 100% financial participation by the Board.

a. Adoption of the FY 2017 budget

The proposed FY 2017 Budget is consistent with the FY 2016 Budget and forecasted results, and assumes the renewal of the State Department CHI grant and other grants. That said, the organization is positioned to appropriately manage its expenses, and revise the FY 2017 Budget should the grants not be renewed or the projected revenue streams not materialize. A discussion of the Budget ensued.

BE IT RESOLVED, the Board endorses the FY 2017 Budget as recommended by the Executive Committee and proposed by the Finance Committee. Passed unanimously.

b. Auditors for 2016-2018

The Executive Director and the Treasurer received four proposals from external audit firms. They recommended to the Finance Committee, which recommended to the Executive Committee, that ASOR retain Romeo, Wiggins & Co. as its outside audit firm for FY 2016, FY 2017, and FY 2018.

BE IT RESOLVED, the Board retains Romeo Wiggins and Company for FY 2017/18 as ASOR's audit firm in accord with the endorsement of the Executive Committee. Passed unanimously.

Randy Helm and Richard Coffman discussed the process of rotating accountants through the auditing team.

c. Amended Investment and Spending Policies

The Treasurer noted that ASOR's FY 2016 investment results for the nine-month period ending March 31, 2016 are less than stellar. The Finance Committee recognized this issue at the 2015 Annual Meeting, after which ASOR scaled back its Sequoia investments. ASOR's investments have fared well over the last five years and are well-positioned going forward. The Charles Schwab investments are solid. While ASOR's Sequoia investments have taken a recent hit because of Valeant, Sequoia historically has been a well-managed fund; it has the potential to regain its status as an industry leader. Thus, the Treasurer recommended that before making any further decisions regarding ASOR's Sequoia investments, we should stay the course, and closely monitor them in 2016.

The Treasurer noted that it has been over three years since the Investment and

Spending Policies were amended. Since that time, ASOR has added the Strange/Midkiff Fellowship Endowment, the Eric and Carol Meyers Fellowship Endowment, and the Joe D. Seger Endowment to the Fellowship and Endowment portfolios.

Accordingly, the Finance Committee determined that it is time to amend the Policies to (i) formally bring the new funds under their ambit, and (ii) make certain other amendments for clarification and consistency of presentation. The proposed amendments to the Investment and Spending Policies were discussed and approved by the Board.

BE IT RESOLVED, the Board amends ASOR's Investment and Spending Policies as recommended by the Executive Committee and proposed by the Finance Committee.

A discussion ensued about a legal proceeding in which ASOR is involved. We are ably represented on a pro bono by Arnold and Porter, and by Holland and Knight, for which we thank them heartily. The Treasurer and Executive Director will continue to monitor the litigation closely, and keep the Board apprised of any substantive case developments.

9. ASOR Strategic Plan 2016-2020 (Susan Ackerman)

January 1, 2014 when our President started, there was a strategic plan in place through 2015. So she initiated an effort for Strategic Planning, through a Task Force, which began during the Annual Meeting in November, 2014. Kudos were expressed to the members of the task force who are present at the Board meeting today: Vivian Bull, Richard Coffman, Sharon Herbert, Anne-Marie Knoblauch, Sten Labianca, BW Ruffner and Ed Wright, and to all its members.

The Board, the Executive Committee, membership and Committee Chairs have had repeated opportunities to discuss the Strategic Plan. The version today present is available to be adopted from 2016 to 2020. The plan has eight goals. Four speak to core parts of ASOR's longstanding historic mission. The remaining four goals speak to new initiatives in ASOR, including membership to which we wish to reach more: Junior Members; members with broader interests, international members. Also includes a slightly revised mission statement, which includes a regional remit to the Near East and wider Mediterranean.

Sten Labianca and Peggy Duly mention that they feel the Strategic Plan is well thought-out, clear and cutting edge, and that it is exactly what we need to move forward. Additional discussion of the Strategic Plan and its importance for ASOR's future growth ensued.

BW Ruffner gave his congratulations to Susan Ackerman on a job well done.

BE IT RESOLVED, the Board adopts the new Strategic Plan for ASOR. Passed anonymously.

10. Chairs Coordinating Council (Sharon Herbert)

The CCC serves as a forum among the chairs of the standing committees. The CCC has a conference call each month; and has had two retreats. Internationalization was raised by CAP for a number of years. Finally, that was unanimously approved. This gives impetus to Committee on Membership to reach out to international members. The CCC has had productive conversations about integrating international members and the possibilities of other meetings. Another significant topic of conversation is oversight of our outreach publications (e.g. web pubs, Friends of ASOR). This needs to be shared in some way by COM and COP. Discussion is ongoing, and it is mentioned in the Strategic Plan. CCC has been active in making the meetings more useful to Junior Scholars, including those not necessarily in tenure track stream. The Program Committee has engaged Sarah Parcak as our 2016 Annual Meeting Plenary Speaker. We have 528 paper proposals for the San Antonio meeting, which is the largest ever received.

11. Development Committee (Ed Wright)

Thanks the board for approving the strategic plan, as this enables the Development Committee to act on a revised set of strategic goals and priorities. He is looking forward to the new branding, and to helping a renewed ASOR move forward. We have historical core interests and some new interests, including promoting the next generation. Goals will be correlated with funding priorities. The task of the development committee is to deliver a report in Summer, 2016 to the Executive Committee so that a ranked list of priorities can be created to guide their efforts.

12. New Business

a. Personnel actions: Executive Director

The Executive Committee voted to extend the contract of Andy Vaughn, the Executive Director, for another year.

b. Closing Remarks from the Board Chair B.W. Ruffner.

His first priority is helping children, including in Haiti. His second priority is health care reform. ASOR and archaeology is also a priority. There was a time 7-10 years ago when BW felt he made an essential difference and now, with ASOR guided by a professional, forward-looking set of officers, he feels that the organization is led ably and crisis mode management is behind ASOR. The Chairman remains highly interested in outreach; so his focus for his remaining time in ASOR will be outreach; to enable ASOR to gain a higher profile with lay people, which will pay financial benefits. Had he not been a physician, he would have been an archaeologist. It's been a passion since we was a kid. ASOR has given him great opportunities. He acknowledged the many archaeologists with whom he had the pleasure of working and traveling.

Susan Ackerman gave a gift to BW Ruffner on behalf of ASOR for his service

to ASOR. It is a British Mandate period map from the 1940s that shows the American Colony and ASOR in the middle of the map.

13. ASOR Branding and Website Project (Susan Ackerman)

We are working with C&G, which has provided a branding consultancy service to ASOR. That report is included by reference.

Maya Kopytman (C&G) joined the meeting on speakerphone. She presented Branding Design Round 1.5.

The Board Members met as small groups for some time and then shared their perspectives with the President and Branding Task Force members who were present. It has been agreed that the Task Force will continue to represent the interests of ASOR in this process and will work directly with C&G to further refine the logo and tagline ideas.

14. ACOR (Øystein LaBianca)

The USAID grant is our major project these days at ACOR. It provides funding that enables ACOR to support local communities in protecting and preserving archaeological sites. Four sites are involved in order to affirm the best practices of reaching out to local communities. Umm el Jamal (Burt deVries; music, craft tourism, restoring reservoirs); Gor Safi Project: recyclable brochures; Temple of Winged Lion: using women in different ways for gender balance. Finally, every 3 years a conference on the History and Archaeology of Jordan is held during the 3rd week of May. Also, in 2018 it will be 50 years since the founding of ACOR. Things are going well at ACOR.

15. AIAR (Sharon Herbert)

The AIAR continues to face budgetary issues, and along with our new director, Matt Adams, we have been working hard at improving the finances. Matt Adams has reinvigorated the fellows and lectures programs. He has many exciting plans, which will assist in expanding programs. There is discussion about a Fellows excavation to explore the 3rd wall which runs across the Albright property.

16. CAARI (Bryan Wilkins)

CAARI has completed the \$270,000 expansion of library annex. On June 8th 2016 a series of events begins, including on June 10th the President of Cyprus has been invited for a tent ceremony to dedicate a new annex. The board meeting occurs June 13th. Lots of support was received from trustees in Nicosia, who helped ensure that our costs were in line. Kudos for a collaborative, within-budget project by Director Andrew McCarthy.

17. Update on Bob Bull's publication projects (Vivian Bull).

Bob was in the field from 1955 to 1996 and according to Vivian Bull, he

“overdug and underpublished.” A group of people are working hard to complete the work. Jane DeRose Evans has completed the Mithraim publication. Jack Bennett is completing the Tell er Ras publications. Shechem materials are going to Harvard Museum. Drew will house the Ceasarea materials including 23 boxes of field notes.

Meeting adjourned 12:00 pm.