

DRAFT

ASOR Executive Committee Meeting

ASOR offices, Boston, MA

September 28, 2013

EXECUTIVE COMMITTEE MEETING MINUTES

PRESENT: Chairman; Timothy Harrison, President; Sharon Herbert, Vice President; Richard Coffman, Treasurer; Lynn Swartz Dodd, Secretary; Jennifer Ebeling; Susan Ackerman; Joe Seger; B.W. Ruffner; Andrew Vaughn, Executive Director, Ann-Marie Knoblauch.

ABSENT: P. E. MacAllister

Call to Order by Chairman B.W. Ruffner—9:03 am.

1. Welcome by the Chair.
2. Approval of Minutes from previous meeting (April 19, 2013).

It was Moved and Seconded to accept the Minutes as amended by the Treasurer.
PASSED UNANIMOUSLY.

The following are the amendment suggested by the treasurer:

Fiscal year 2013 unrestricted net income is projected to be a small loss (less than \$1000). Year to date memberships and subscription revenue is approximately \$339,000, which is \$9000 ahead of where we were at this time last year. Year to date earnings in the Fellowship Investment accounts are approximately \$67,000; year to date earnings in the Endowment Investment accounts are approximately \$71,000. We are on target with respect to the fiscal year 2013 budget.

3. Approval of Agenda—approved by consensus.
4. Treasurer's Report—Richard Coffman.

The Treasurer presented a newly-formatted report that provides facts at a glance. He congratulated the Executive Director and his staff for their management this year. The report is positive overall, and there has been a slight increase in memberships and subscriptions. The McAllister Endowment is temporarily down and this is simply an issue of market timing. The fieldwork for the audit is complete. The investment results are outperforming the S&P.

BE IT RESOLVED, that the Executive Committee has reviewed and committed the Treasurer's Report and Budget to the Board of Directors for their adoption. PASSED UNANIMOUSLY.

A discussion of the payment made from ASOR's unrestricted funds for costs relating to the publication of the 2013 JCS Supplement ensued.

BE IT RESOLVED, in consideration of the fact that ASOR has absorbed a \$9,000 shortfall in the temporary restricted account for the Baghdad Committee related to the costs of publishing the JCS Supplemental volume in 2013, the Executive Committee requests the Baghdad Committee coordinate with COP on how best to fund future JCS Supplements. PASSED UNANIMOUSLY.

The Chairman expressed kudos to the Treasurer Richard Coffman for his excellent work.

5. Development Committee Report—T. Harrison.

- a. The Chair of our Development Committee had to step down in the middle of the campaign. Therefore, in order to enable the momentum already generated, the President stepped in as replacement chair. We are in the home stretch of this campaign with \$400,000 yet to be raised, and Susan Ackerman, incoming ASOR President, will move to find a new development chair.
- b. Report on FY13-14 Fundraising (A. Vaughn). The quantity of donors has increased to 352 in 2013 from 282 in 2012 and 235 in 2011. Also, the total dollars raised has increased. In 2009, a very small number of people gave 50% of the funds raised. Now that responsibility has been adopted by a larger number of people. In the past year, ASOR raised \$350,000 in cash donation versus \$196,000 during the prior year.
- c. Foundation Campaign Update and Discussion. Three challenge areas remain: 1 – build endowment; 2 – identify new sources of funding; 3 – identify a couple late campaign major donors willing to participate in a challenge.

The Executive Committee discussed a possible legacy gift that may be received by ASOR and asked for advice from the development committee regarding its use as a Challenge Grant.

The McAllister Fundraiser demonstrated the effectiveness of the Executive Committee working in concert with a local development committee.

The Executive Director emphasized the need for all ASOR members, and especially Executive Committee and Board members to continue to give in this last year of the Campaign. Currently, ASOR is above the average for members participation in fundraising for organizations of comparable size.

6. Chairs Coordinating Council and Committee Reports—Sharon Herbert.

The Chair thanked the Executive Director for making the meeting of the Chairs Coordinating Council (CCC) feasible. A day and a half meeting was held to review action plans for each committee, to better rationalize committee structures, and to develop plans for participation in the committees in future. Some of these actions will require amendments to ASOR's Bylaws.

- a. Standing committee member term limits.
Members of standing committees shall serve up to two three year terms and then they must rotate off the committee for at least one three year term, after which they shall

again be eligible for service. This proposal was introduced as a means of developing a broader leadership base.

- b. Standing program committee restructuring. The various committees that include outreach as a focus are media relations, education, regional affiliation committee, lecture committee... These will become subcommittees of the Membership Committee.
- c. Approval of Junior Scholars Committee's elevation to a standing committee.

BE IT RESOLVED, the Executive Committee endorses the elevation of the Junior Scholars Committee to the status of a standing committee and charges the Vice President to bring forward language to amend the bylaws. MOTION PASSED UNANIMOUSLY.

- d. The Vice President read the report of Chair of Chairs Nominating Committee. The nominating committee will seek a tenured scholar for chairmanship of the Program Committee. The Secretary, as chair of the Ethics Policy Working Group, concurred that this was an important criterion.

The Vice President asked the ASOR office staff to develop a plan as to how and when they will support the Program Committee.

- e. Editorship of BASOR

BE IT RESOLVED, that the proposal received from COP that Larry Herr and Jim Weinstein serve as co-editors of BASOR July 1, 2013 through June 30, 2014 be approved. MOTION PASSED UNANIMOUSLY.

Four applications for the editorship of BASOR have been received.

- f. Membership Committee Report—Jennie Ebeling.

From an all time high in March, 2013, we are down slightly in our membership due largely to renewal lag as people return from their summer field seasons. There are three new institutional members. Membership is becoming more actively engaged in social media initiatives. See the Membership Report for additional details.

- g. A discussion of the use of social media to develop additional value for members ensued, which will include the creation of a Dig Opportunities site.

- 7. Personnel Committee Discussion—T. Harrison

- a. In view of the fact that ASOR now employs most of the ASOR office staff directly, with only one employee still at Boston University, it is clear that a mechanism for oversight of personnel matters needs to be developed.

Proposed Bylaw Amendment (Article V, Section 3, Item 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 also serves in an advisory capacity to the Executive Director on personnel matters. The Committee serves as an independent, confidential arbiter of staff grievances.

BE IT RESOLVED, that the Executive Committee recommend to the Board the adoption of this change to the Bylaws and endorses the language noted above here. PASSED UNANIMOUSLY.

6. Strategic Plan Review and Discussion (T. Harrison).

Our fundraising is linked to the Strategic Plan; ASOR is raising funds to support the priorities articulated in it. This plan may be thought of as a short, pithy guide for ASOR, serving as a yardstick for how we allocate our resources. All involved in ASOR can ask this question when evaluating a program/activity/expenditure/investment: “does support the priorities outlined in the Strategic Plan and will it contribute to ASOR achieving its mission?”

A significant feature of the Mission Statement is the new bullet point about ASOR seeking to maintain the highest ethical standards of scholarship and public discourse. Activities surrounding this include the development of a new holistic ethics policy for ASOR. This has been moving forward without staff support, but with the support of members and member institutions who have made in kind donations to subsidize the effort. Thus, this is an example of one aspect of our Mission Statement on which there has been activity without staff support.

Also, it is not well known that ASOR has become more active in advocacy in public policy issues, e.g., ICOMOS; letter to President Obama about Syria. ASOR is sought out to be a voice and to take a position and to provide information and context moreso than before. Hague was ratified with support and intervention of ASOR members; Anne Marie Knoblauch was involved in the Cyprus MOU.

Andy Vaughn walked the EC through a report that shows how the staff resources (departmental tasks = actions and responsibilities) relate to components of the Strategic Plan. The ED is seeking Executive Committee input and welcomes ideas for what our priorities should be, in line with revenue and priorities of the Strategic Plan.

The loss of our talented Chair of the Development Committee has left a void that still needs to be filled.

Andy Vaughn is the primary staff member responsible for development, although he has support (e.g., writing acknowledgement letters) from Selma, Britta and volunteers. The President advocated the allocation of staff time to development tasks. The Chair commented that in a perfect world, outreach (e.g. growing membership) dovetails with development. He commented that there is a need for a more active membership committee and for more staff resources allocated to this endeavour (i.e. to support that committee’s efforts) particularly as they expand their remit.

Joe Seger commented that the number of donors is down from 300 to 200; and this bespeaks need for greater follow up, both for outreach and for retention of existing supporters. A discussion was held about the possibility of increasing the cost of membership to ASOR in view of the fact that membership covers only about 37-40% of ASOR costs.

Andy Vaughn detailed the follow-up efforts for existing supporters. Richard Coffman commented that once people have heard from our ED three times, it would be worthwhile to have a new person reach out, perhaps with a personal note.

There was a discussion about the development of endowed scholarship funds named for beloved, senior scholars. A note was made that many people gave to March Madness and assumed that was all that was needed for their annual gift.

The Chair believes that we need someone in the office as a full time staff for membership, in addition to the outreach position, which is paid by designated money to enable social media, blog, video, etc.

Jennie Ebeling noted that the regional affiliations and lectures committees have not been very active. Discussion ensued about making small grants available for matching funds to bring scholar "x" to a campus, with the use of a few slides about ASOR being a condition of the grant.

A discussion about the book program ensued. We are not spending a lot of money to expand our book program right now and there is no effort to publish text books. The President suggested this as a possible avenue for exploration, e.g., an ASOR Introduction to Biblical Archaeology; NEA article collection.

Development goes to the heart of what we are as an organization; we need additional staff support and someone with development experience is needed again on the Board of Trustees.

A suggestion was made by the President that we consider contacting Business Schools who might act as a consulting firms as a development case study.

A point was made that new domain names are going to be released and we can reserve them so they can feed into the ASOR domain name in future, c.f., landl.com

13. Old Business. None.

14. New Business. None.

15. Announcements. None.

16. The President moved to adjourn the meeting at 1:45PM.