

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

and elects Susan Ackerman for another term as President of ASOR for a term to extend from July 1, 2017 to December 31, 2019. Passed unanimously.

Andy Vaughn mentioned that Chris White got to know ASOR through his participation in our accounting team. He came to understand the mission of ASOR and decided to support it on one occasion when we initiated a challenge grant. He is eminently well-qualified for this position.

BE IT RESOLVED, the Board affirms the recommendation of the Executive Committee and elects Christopher J. White for Treasurer of ASOR for a term to extend from July 1, 2016 to December 31, 2017. Motion passed unanimously.

BE IT RESOLVED, the Board affirms the recommendation of the Executive Committee to endorse the revised rotation cycle for President, Chair, Treasurer, Vice President and Secretary as proposed by the Officers' Nominating Committee. Passed unanimously.

6. Board Trustee Appointments (Susan Ackerman)

BE IT RESOLVED, the Board elects B. W. Ruffner, as a member of the Class of 2018 (July 1, 2016, through December 31, 2018). Passed unanimously.

7. Committee Appointments

Susan Ackerman: Membership and Outreach wants to add members from Europe to broaden the international representation.

- a. Vanessa Juloux as a member of the Membership and Outreach Committee (January 1, 2016, through December, 31, 2018)

BE IT RESOLVED, the Board affirms the appointment of Vanessa Juloux to the Committee on Membership and Outreach for a term to extend from January 1, 2016, through December, 31, 2018.

- b. Regina Hunziker-Rodewald as a member of the Membership and Outreach Committee (January 1, 2016, through December, 31, 2018)

BE IT RESOLVED, the Board affirms the appointment of Regina Hunziker-Rodewald to the Committee on Membership and Outreach for a term to extend from January 1, 2016, through December, 31, 2018.

- c. Elisabeth Lesnes as a member of the Membership and Outreach Committee (January 1, 2016, through December, 31, 2018)

BE IT RESOLVED, the Board affirms the appointment of Elisabeth Lesnes to the Committee on Membership and Outreach for a term to extend from January 1, 2016, through December, 31, 2018.

8. Treasurer's Report (Richard Coffman)

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.