

ASOR Executive Committee Meeting  
Sheraton Baltimore City Center, Schaefer  
10:00 AM 12:45 PM, November 23, 2013

PRESENT: B.W. Ruffner, Chairman; Timothy Harrison, President; Sharon Herbert, Vice President; Richard Coffman, Treasurer; Lynn Swartz Dodd, Secretary; Jennifer Ebeling; Susan Ackerman, Incoming President (guest); Joe Seger; Chuck Jones, Chair of COP (guest); Andrew Vaughn, Executive Director

1. Call to Order at 10:00 AM by Chairman B.W. Ruffner.
2. Approval of Minutes from the Fall Executive Committee Meeting on September 28, 2013.

BE IT RESOLVED TO accept the Minutes of the September 28, 2013 Executive Committee meeting as amended [delete paragraph 2 on page 4.] Passed by unanimous Consent.

3. Approval of Agenda.

Amended to allow Treasurer to present an additional item for discussion. Motion made and seconded, and passed unanimously.

4. Board Trustee Nominations Committee Report (Report delivered by Andrew Vaughn on behalf of Ann-Marie Knoblauch)

An election was held at the \_\_\_\_\_ on Thursday, November 21, 2013. Edward Wright was elected as an Institutional Trustee with a 2 year term. Steven Ortiz and Michael Hasel were elected as Institutional Trustees with a 3 year term. Rachel Hallote and Hanan Charaf Mullins were elected as Individual trustees. Thanks were extended to Ann-Marie Knoblauch as the interim chair of the committee. Half of this committee is rotating off the Board so that several seats on this important committee need to be filled.

The Treasurer presented a *Big Picture Fast Facts at a Glance* report that provides a view of the overall health of the organization with 4 year history back to 2010. The bottom line FY 2013 increase in unrestricted assets available for operations (*i.e.*, unrestricted net income from operations) is \$16,171.

ASOR is on an upswing moving into FY 2014, solid once again. ASOR Fellowship Accounts generated collective investment income of \$74,211.63 (+18.3%), while the Endowment Accounts generated collective investment income of \$77,351.93 (+17.6%). By way of comparison, the S&P 500 was up 20.6% for the same twelve month period.

Registered attendance at the Annual Meeting in Baltimore was higher than the 2012 Annual Meeting in Chicago.

- a. *ASOR* fairly depicts the financial health of the organization. This is an unqualified audit.

BE IT RESOLVED,  
and unanimously approved.

- b. The Treasurer delivered the report of the Finance Committee, including the FY 2014 Journals Escrow Recommendation. Historically, direct production costs of the journals have ranged from 29.4% to 47.3% of memberships and subscriptions revenue (with an average of 37%), with FY 2011-FY 2013 at about 30% due to lower costs resulting from competitive bidding. To be conservative, the Finance Committee recommended that 40% of the FY 2013 deferred journal income be escrowed for FY 2014.

BE IT RESOLVED; that ASOR continue with the 40% reserve it has historically maintained in the Journals Escrow. Moved, seconded, and unanimously approved.

- c. On November 18, 2012, the Board of Trustees considered and approved the ASOR Investment and Spending Policies. The proposed amended Appendices to the Investment and Spending Policies include the newly created MacAllister Fund and certain minor edits to make the terminology consistent. The McAllister Fund Allocation was added to Appendix I. The McAllister Fund annual spending percentage of 5% was added to Appendix II.

BE IT RESOLVED, the Executive Committee approves the language changes noted above to Appendices I and II, and further approves the language changes noted above to these Appendices and to the Investment and Spending Policy as submitted by the Treasurer. Moved, seconded and passed by unanimous consent.

7. Foundation Campaign Update (Timothy Harrison).
  - a. Report on FY13 Fundraising. \$550,000 was the amount planned for General Endowment programs and this remains a challenge to be met. ASOR has been more successful on

other challenges, specifically regarding scholarships and research grants (target is \$200K); online digital media (target is \$250K). Both these targets were exceeded. We were able to deploy these funds into the following areas: ASOR TV; ASOR Resource Page; E-Newsletter, ASOR resource section of website.

- b. End date for this campaign is June 30, 2014. We have 7 months to raise \$300,000. We will announce a legacy gift of \$450K with a \$200K challenge in an effort to broaden the base of people who contribute. Our goal is to reach 300 contributors by January 31, 2014. If we meet this challenge, then we will likely exceed the goals set by the June 30, 2014 campaign end date.
8. ASOR Development Planning Discussion. The questions posed by the President included: What is next; what are the priorities going forward? Who will be on the Development Committee? The Development Committee needs an energetic chair who has the time available to devote to the enterprise. The Executive Director stated that ASOR had received \$136,000 as of last week and that a \$25,000 gift was anticipated. He urged everyone to continue participating in order to reach the goal of 300 people giving. A preliminary discussion ensued about how or whether to proceed with a new campaign and what its priorities should be. A discussion about this topic will need to occur at the Spring Board meeting.
9. Chairs Coordinating Council Report (Sharon Herbert)  
An effort has been underway to rationalize the structure of the standing committees. A retreat was held in April 2013. Everyone came and presented Action Reports. Most media and outreach will come under Membership (and Outreach) Committee. ASOR will regularize committee terms so that two, three-year terms will be allowed, to be followed by a term as Chair. For

The changes to the By Laws includes new language developed to recognize the creation of a standing Personnel Committee and to recognize the newly rationalized structure of standing committees. There will be a small change to the capitalization and justification to be consistent throughout the By paragraph to make the reference consistent with the name of the committee (Honors and Awards).

BE IT RESOLVED THAT THE EC ENDORSES THE CHANGES TO THE BYLAWS TO THE BOARD. Moved, seconded and unanimously approved.

11. Membership Report (Jennifer Ebeling)

Looking forward, it will be helpful for the new chair to have a mandate to act with organization and energy. Membership currently is expired in September, 2013).

The Executive Director opened a discussion about the benefits and structure of institutional memberships. The President received the advice that ASOR should not sever the connection between publications and membership and must identify new benefits. We have extended institutional memberships to foreign institutions although CAP affiliation has been withheld. This topic has been debated intensely in CAP and discussed in Membership. The Vice President reported that the current CAP chair reported that CAP has been moving away, in actions at least, from being predominantly a vetting organization, in part due to the growing strength of antiquities laws in the countries in which ASOR members are working. Formerly it served as the only vetting organization, but now CAP serves also as a resource for dig directors, for funding, etc. although only the Harris Funds are reserved for affiliated digs.

The President advocated that the vetting process should go away in favor of a clear statement of an ASOR code of conduct, so that we are at least passively insisting on a certain standard across the membership. Thus, ASOR could forego the vetting process.

explained the issue of open affiliation and its reception within CAP this year.

12. (Andrew Vaughn).

The ED will give an extended report at the Board Meeting. He circulated the bios for the three new staff members. The incoming President and Executive Director attended a training seminar at ACLS, with a focus on strategic thinking and management planning. They learned about moving organizations from a status of dysfunctional to running well to exceptional. They received recommendations of books dealing with exceptional organizations and how staff and leadership operates, which they have committed to reading, in conjunction with the staff, in early 2014. The Executive Director indicated that ASOR is functional/running well, but has not reached the stage of exceptional yet. There will be a move toward Board training; the President and Chairman will take the lead on this. The way to be exceptional is to take additional steps. Initiatives to date have been staff-driven for most part, while exceptional organizations incorporate whole organizations in action.

13.

This is Tim Harrison's last report as President to the E