The western face of ACOR’s main building in Amman, with the ruins of Khirbet Salameh in the foreground. Photo credit Steve Meyer, 2018.
ACOR is a US-based international non-profit organization that was established in Amman in 1968 by a group of archaeologists, anthropologists, and historians as a permanent base of operations to support research within Jordan. Since our founding, ACOR has awarded fellowships to hundreds of local and international students and researchers, conducted and supported hundreds of archaeological excavation and conservation projects throughout the country, and served as an invaluable partner to the Jordanian government and international organizations for the study and protection of Jordan’s cultural heritage. ACOR’s center of operations in Amman also contains an extensive research library containing over 40,000 physical publications on a wide variety topics, a valuable resource for local and international researchers.

In recent years, ACOR has developed a strong focus on supporting and engaging with local communities to assist them in becoming stewards of their own heritage, benefiting from Jordan’s growing tourism sector and blazing a trail for sustainable site management. Much of this work has been conducted through our flagship USAID project, Sustainable Cultural Heritage Through Engagement of Local Communities Project (SCHEP).

As befits our 50th Anniversary year, FY2018 (October 2017—September 2018) was a year of growth for ACOR. With the help of our donors and partners, we have achieved a great deal over the course of this year, and we are pleased to share some key points of success with you in this, our first Annual Report.

ACOR – to advance knowledge of Jordan past and present.

ACOR promotes study, teaching, and increased knowledge of ancient and Middle Eastern studies with Jordan as a focus. ACOR’s permanent headquarters opened in 1986 near the University of Jordan. ACOR’s dedication to this mission appears in all of its activities.

- To provide a large library and residential and hostel facilities, creating a stimulating environment for researchers.
- To offer fellowships and scholarships to faculty and students.
- To connect foreign scholars pursuing research with Jordanian academic and government institutions.
- To sponsor public lectures mainly on archaeology and other outreach programs.
- To publish books and newsletters.
- To facilitate teaching and training programs.
- To assist archaeological field projects in Jordan.
- To undertake cultural research management and conservation initiatives as well as excavation and documentation projects.

Adopted by the ACOR Board of Trustees in 2011. Please note the latest mission statement is always available on the ACOR website.
FY 2018 PROGRAMS IN NUMBERS

- In FY2018, ACOR provided 21 fellowships and awards, including 9 to Jordanians.

- As part of our public programs, ACOR held 5 public lectures at our headquarters in Amman, attended by over 500 people, including academics, students, diplomats, heritage professionals, and interested members of the public. ACOR public lectures are recorded and made available to the public online.

- By year’s end, ACOR’s flagship USAID project, SCHEP, had conducted 27 capacity-building activities and workshops for over 300 Jordanians to date, helping participants develop important skills for archaeology, cultural resource management, and tourism development.

- 6,451 children and youth have participated in USAID SCHEP’s awareness-raising activities since the program’s start through 2018, including site visits, heritage-related crafts, and workshops.

- ACOR’s Photo Archive team digitized over 11,000 images from Jordan and beyond this year, making them available to the public on our digital platform.

- Over 2,700 people used ACOR’s library, which contains over 40,000 publications and is one of the premier research libraries in the region.

ACOR FELLOWSHIPS AWARDED SPRING 2018

National Endowment for the Humanities Post-Doctoral Research Fellowship
Bridget Guarasci (Anthropology, Franklin & Marshall College)
Ecologies of War: Restoring Iraq’s Marshes in Counterinsurgency

ACOR-CAORC Post-Graduate Fellowship
Kimberly Katz (History, Towson University)
Law and Society: Jordanian Rule in the Hebron District, 1951–53
Michael Morris (Independent Conservator)
The Conservation and Restoration of the Petra North Ridge Aphrodites
Jennifer Olmsted (Economics, Drew University)
Gender, Displacement, and Economic and Social Sustainability: A Study of Two Refugee Communities

ACOR-CAORC Pre-Graduate Fellowship
Josephine Chaet (Anthropology, University of Illinois at Chicago)
‘Homeland’s Daughter, Everyone’s Sister’: Women’s Organizations, Political Participation, and the Jordanian State
Julia Gettle (History, Brown University)
Popular Politics in Greater Syria: Marxism and the Clash of Nationalisms, 1948 to 1970
Amy Karoll (Near Eastern Languages and Cultures, UCLA)
Between Collapse and Mobility: Environmental Refugees in the Third Millennium B.C. Southern Levant
Allison Anderson (International Studies, University of Washington)
Seeing the Invisible Economy Online: Women’s Entrepreneurship in Jordan
Fellowships Awarded FY2018 (continued from previous page)

Jennifer C. Groot Memorial Fellowship
Joseph DiManno (History, SUNY Brockport)
The Petra Garden and Pool Project

Jordan Dopp (Lamar Dodd School of Art, University of Georgia)
The Petra Garden and Pool Project

Brittany Ellis (Anthropology, Harvard University)
A Developing Field: Public Archaeology at Tall Hisban

Pierre and Patricia Bikai Fellowship
Emily Edwards (Anthropology, East Carolina University)
Hesban Skeleton Sample from the Ottoman Era

Bert and Sally de Vries Fellowship
Michelle Heeman (Anthropology and History, SUNY Brockport)
The Petra Garden and Pool Project

Harrell Family Fellowship
Maria Magdalena Gajewska (Archaeology, University College London)
Hisban Cultural Heritage Project, Tall Hisban

James A. Sauer Fellowship
Salama Kassem (Archaeology, Bonn University)
Technology and Provenance of Glazed Pottery from Tall Hisban during the Middle Islamic Period

ACOR Jordanian Graduate Student Scholarship
Lama Al Hayek (Epigraphy, Yarmouk University)
The Aramaic Dead Sea Scrolls at the Jordan Museum

Neda’a Al Khazali (Epigraphy, Yarmouk University)
The Late Aramaic Tomb Inscriptions from Ghor al-Safi in the Historical, Religious, and Linguistic Contexts

Esam Al Omari (Epigraphy, Yarmouk University)
New Old North Arabian Inscriptions from Wadi Salhub

Wafaa Al Shalabi (Epigraphy, Yarmouk University)
Epigraphy Study

Kenneth W. Russell Memorial Fellowship
Wurood Abu-Mahfouz (Epigraphy, Yarmouk University)
University Study

Frederick-Wenger Jordanian Educational Fellowship
Mariam Mufleeh (The Hashemite University)
Bergesh Cave, University Study

FELLOW SPOTLIGHT: Bridget Guarasci, NEH Fellow 2018–2019

“The ACOR administration’s care was the magic ingredient that enabled me to accomplish more writing and research than I thought possible.”

Bridget Guarasci’s NEH Fellowship, awarded in Spring 2018 and carried out in 2019, was not her first from ACOR. Dr. Guarasci previously received ACOR-CAORC Predoctoral Fellowships in 2006 and 2011 to conduct research for her dissertation on the restoration of Iraqi marshlands post-2003. During her time as an NEH Fellow in FY2019, Dr. Guarasci focused on expanding this research into a book manuscript.

ACOR fellowships provide valuable opportunities for scholars at all stages of their careers to do important research and writing in a wide variety of fields related to the ancient or modern Middle East.
ACOR BOARD OF TRUSTEES (June 2018)

Officers
Mr. Randolph B. Old (President)
H.E. Mr. Abdelelah Al Khatib (First Vice President)
Dr. S. Thomas Parker (Second Vice President)
Mrs. Anne H. Aarnes (Secretary)
Mr. David Nickols (Treasurer)

Class of 2019
Prof. Bert de Vries (Grand Rapids, Michigan)
Mrs. Jane F. Genisse (Washington, D.C.)
Mrs. Reem Atalla Habayeb (Amman, Jordan)
Dr. Morag Kersel (Chicago, Illinois)
H.E. Mr. Abdelelah Al Khatib (Amman, Jordan)
Mrs. Nina J. Köprüülü (New York, New York)
Dr. Jennifer Ramsay (Brockport, New York)

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Mrs. Anne M. Dunn (Vero Beach, Florida)
Mr. Claus Gielisch (Düsseldorf, Germany)
H.E. Mr. Edward W. Gnehm, Jr. (Washington, D.C.)
Dr. Mary Ellen Lane (Washington, D.C.)
Mrs. Jenna de Vries Morton (Las Vegas, NV)
Mr. David Nickols (Surrey, U.K.)

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H.E. Mr. Mohammed Asfour (Amman, Jordan)
Dr. Moawiyah M. Ibrahim (Amman, Jordan)
Dr. Øystein S. LaBianca (Berrien Springs, Michigan)
Mr. Hazem Malhas (Amman, Jordan)
Dr. John P. Oleson (Victoria, B.C., Canada)
Dr. Megan A. Perry (Greenville, North Carolina)
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Dr. Bethany J. Walker (Bonn, Germany)

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Mr. Artemis A. W. Joukowsky, President Emeritus (Providence, Rhode Island)
Mrs. Widad Kawar (Amman, Jordan)
Prof. Nancy Lapp (Pittsburgh, Pennsylvania)
Prof. David McCreery (Salem, Oregon)
H.E. Senator Leila Sharaf (Amman, Jordan)
Prof. James R. Wiseman (Glen Allen, Virginia)
H.R.H. Prince Raad bin Zeid (Amman, Jordan)

Ex officio / ACOR Director
Dr. Barbara A. Porter (Amman, Jordan)

### ACOR STAFF (June 2018)

**Director**
- Barbara A. Porter
- Nisreen Abu Al Shaikh
- John D.M. (Jack) Green
- Sarah Harpending*
- China P. Shelton
- Akemi Horii

**Deputy Director & CFO**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Associate Director**
- Starling Carter
- Danah Al Shanteer**
- Miriam Saleh*

**Assistant Director, Amman**
- Said Adawi
- Jack Green

**Assistant Director, U.S.**
- Administration
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Designate, Amman**
- Starling Carter
- Danah Al Shanteer**
- Miriam Saleh*

**Development Officer**
- Danah Al Shanteer**
- Miriam Saleh*

**Development Assistant**
- Starling Carter
- Danah Al Shanteer**
- Miriam Saleh*

**Accountant**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**

**Administrator**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Head Librarian**
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Assistant Librarian**
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Library Archival Assistant**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Facilitator**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Building Manager**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Chef**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Conservation Technician**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Title IV Project Archivist**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Head Housekeeping**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Housekeeping Staff**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**Housekeeping Staff**
- Rabab Samawi
- Carmen (Humi) Ayoubi
- Samya Kafafi
- Razan Ahmad
- Said Adawi
- Abed Adawi
- Ghassan Adawi
- Naif Zaban**
- Steve Meyer

**USAID SCHEP Team**

**Chief of Party**
- Nizar Al Adarbeh
- Jehad Haron

**CHR Projects Lead**
- Hussein Khirfan
- Zaid Kashour
- Fareed AlShishani
- Balqees AlMohaisen
- Sofia Smith
- Shatha Abu Aballi
- Raneen Naimi

**Tourism Development Lead**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Monitoring & Evaluation Officer**
- Nizar Al Adarbeh
- Jehad Haron
- Hussein Khirfan
- Zaid Kashour
- Fareed AlShishani
- Balqees AlMohaisen
- Sofia Smith
- Shatha Abu Aballi
- Raneen Naimi

**Capacity Building Lead**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Capacity Building & Research Assistant**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Communication Consultant**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Communication Officer**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Awareness & Outreach Intern**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Creative Producer & Editor**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Communications Assistant & Videographer**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

**Administrative Assistant**
- Njoud Abu Hweij
- Abed Al Fatah Ghareeb
- Dina Al Majali

*At the end of June, both Sarah Harpending and Miriam Saleh finished their time at ACOR, after ten years and two and a half years, respectively.

**Missing from photo**

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**New U.S. Headquarters**

FY2018 also witnessed the move of ACOR’s U.S. Office to our new permanent address in Alexandria, VA. The move was facilitated by ACOR’s U.S. Assistant Director China P. Shelton.
ACOR relies on multiple funding sources including government and foundation grants as well as a sizeable portion of our budget covered by individual donations. We are grateful to our annual donors and generous grantors but also looking to new sources of funding for program expansion and long-term support for the ACOR Annual Fund.

A significant portion of ACOR’s funding comes from grants, primarily from U.S. federal agencies and affiliates, which support specific programs activities, such as fellowships, the Photo Archive digitization project, and USAID SCHEP. Since our founding in 1968, ACOR has received over $20 million in grants and other contributions from U.S. federal agencies. ACOR is proud of this long history of collaboration and we extend our gratitude especially to the U.S. Department of State and the U.S. Agency for International Development for their partnerships.

The below chart gives an overview of grant funds disbursed for ACOR programming and activities during FY 2017 and FY 2018.

Key Development Figures:
- Number of individual donors FY2017: 192
- Number of individual donors FY2018: 245
- Number of first-time donors FY2018: 54
- Average Gift Size FY2018: $1,357
- Median Gift Size FY2018: $200

DONOR SPOTLIGHT: Joy Hebert
In August 2018, ACOR received a generous legacy donation from Joy Hebert, an educator from the Chicago area. Ms. Herbert’s six-figure gift exceeded any single individual donation ACOR has previously received, and we are deeply grateful for her generosity. Joy Hebert (1938–2017) received her B.A. from Pomona College, her M.A. from Columbia University, and her Ph.D. in English education from Northwestern. She taught in many places and programs and was active in developing educational materials for the Encyclopedia Britannica Education Corporation and as editor-in-chief of Follet Publishing Company. She was involved in philanthropy but usually anonymously, as in the example of two substantial previous gifts to ACOR. Among her many interests was a love of travel.
## Donations to ACOR in FY 2018

### $250,000 and Above

Joy Hebert

### $10,000–$19,999

Connie Christensen
The Violet Jabara Charitable Trust

### $5,000–$9,999

<table>
<thead>
<tr>
<th>Aina E. Boraas</th>
<th>Jenna Morton</th>
<th>The Selz Foundation</th>
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<tr>
<td>Nancy Habib</td>
<td>Thomas Pickering</td>
<td>John and Theresa Sprague</td>
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<td>Carol Harper</td>
<td>Thomas C. Ragan</td>
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### $1,000–$4,999

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<tr>
<th>Anne A. Aarnes</th>
<th>Anne Dunn</th>
<th>Albert Leonard, Jr.</th>
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<tr>
<td>Ahmad and Sirine Abu Ghazaleh</td>
<td>Sumio Fuji</td>
<td>Malcolm Hewitt Wiener Foundation</td>
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<td>Mohammed Asfour</td>
<td>Jane F. and Robert L. Geniesse</td>
<td>Michel Marto</td>
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<td>Stephen Bache</td>
<td>Reem Attala Habayeb</td>
<td>Moors C. Myers</td>
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<td>TRH Prince Raad Bin Zeid and Princess Majda Raad</td>
<td>Gemma Hall</td>
<td>David Nickols</td>
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<td>Frances Cairncross</td>
<td>Edgar and Paula Harrell</td>
<td>John P. Oleson</td>
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<td>Nirmal and Ellen Chatterjee</td>
<td>Valerie Hird</td>
<td>S. Thomas Parker</td>
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<td>Joyce Cheiberg</td>
<td>Ellen Honnet</td>
<td>Barbara A. Porter</td>
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<td>Geoffrey Clark</td>
<td>Linda K. Jacobs</td>
<td>SAD Foundation</td>
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<td>Bert and Sally de Vries</td>
<td>Donald Keller and Margaret Sablove</td>
<td>Lola and Lita Semerad</td>
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<td>Miriam and Ralston Deffenbaugh</td>
<td>Morag M. Kersel and Yorke Rowan</td>
<td>Peter and Sylvia Sauer</td>
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<td>Emme and Jonathan Deland</td>
<td>Cecily Klingman</td>
<td>Sandra Smith</td>
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<td>Elisabeth Dudley</td>
<td>James Knight</td>
<td>Peter and Penelope West</td>
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<td></td>
<td>Øystein and Asta Sakala LaBianca</td>
<td>James R. and Margaret L. Wiseman</td>
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### $500–$999

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<thead>
<tr>
<th>Susan Ackerman</th>
<th>Edward W. and Margaret S. Gnehm</th>
<th>Suzanne Richard</th>
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<tr>
<td>The Council on International Educational Exchange (CIEE)</td>
<td>Ann Kincaid</td>
<td>David and Sarah Roberts</td>
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<tr>
<td>William G. and Penelope K. Bardel</td>
<td>Carol Landes</td>
<td>Elizabeth Barlow Rogers</td>
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<td>Jim N. Barnhart</td>
<td>Nancy Lapp</td>
<td>Gary Rollefson</td>
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<td>Laurie Ann Brand</td>
<td>Helen Lovejoy</td>
<td>Bonnie Sampsell</td>
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<td>Joseph A. Bruder IV</td>
<td>Guillaume and Christina Malle</td>
<td>Susan Sauer</td>
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<td>Cari Jo Clark</td>
<td>Freia Mitarai</td>
<td>Stephen Savage</td>
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<td>Vanessa Diebold</td>
<td>Julie Nettete</td>
<td>Suha and Aysa Shoman</td>
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<td>Fred Donner</td>
<td>Dan Onstad and Deborah D. Winters</td>
<td>Suzanne and Jaroslav Stetkewych</td>
</tr>
<tr>
<td>Christine Faltermeier</td>
<td>Megan Pickering</td>
<td>Anne and Ed Strauss</td>
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<tr>
<td>Paul Fitzpatrick</td>
<td>Dwight A. and Christina L. Porter</td>
<td>Sally Strazdins</td>
</tr>
<tr>
<td>Julia Franke and Steven Mansbach</td>
<td>Jennifer Ramsay</td>
<td>Bethany J. Walker</td>
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<tr>
<td></td>
<td>Benjamin B. Rauch and Margaret Scott</td>
<td>Randy Younker</td>
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### $250–$499

<table>
<thead>
<tr>
<th>Abdelelah Al Khatib</th>
<th>Spencer Harper III</th>
<th>Diana B. Putman and Adam Messer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mitchell Allen</td>
<td>Brooke and Phillip Harrell</td>
<td>Emily Rafferty</td>
</tr>
<tr>
<td>Roger and Whitney Bagnall</td>
<td>Timothy Harrison</td>
<td>Barbara Reeves</td>
</tr>
<tr>
<td>Douglas R. and Carmen L. Clark</td>
<td>Ray Hemphill</td>
<td>Mohammed Sawaie</td>
</tr>
<tr>
<td>Glenn J. Corbett</td>
<td>Jo Kurth Jagoda</td>
<td>Edwin Schick</td>
</tr>
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<td>Bonnie Crosfield</td>
<td>Carol Kobs</td>
<td>James Schryver</td>
</tr>
<tr>
<td>Victoria Rubin de Klerk and Piet de Klerk</td>
<td>Herbert Krosney</td>
<td>Warren C. Schultz</td>
</tr>
<tr>
<td>Wesley W. and Virginia W. Egan</td>
<td>Joan Porter Maciver and David Maciver</td>
<td>Bill SliVka and Lisa Citron</td>
</tr>
<tr>
<td>Meryle Gaston</td>
<td>Lysbeth A. Marigold</td>
<td>Joseph Stanik</td>
</tr>
<tr>
<td>David Hale</td>
<td>Julie Peteet</td>
<td>Nicholas and Patricia Veliotes</td>
</tr>
</tbody>
</table>

Kindly note that donors who gave in amounts under $250 as well as In-Kind donors to ACOR are listed on our website at: www.acorjordan.org/honor-roll-of-donors-fy-2018/

In FY2018, ACOR received donations from a record-breaking number of individual donors, 246 in total. We are ever-grateful for this wide circle of supporters and their consistent generosity.
### STATEMENT OF FINANCIAL POSITION

Years ending September 30, 2017 and September 30, 2018

<table>
<thead>
<tr>
<th>Assets</th>
<th>Year Ended September 30, 2018</th>
<th>Year Ended September 30, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>244,771</td>
<td>313,571</td>
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<tr>
<td>Investments</td>
<td>6,910,304</td>
<td>6,617,318</td>
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<tr>
<td>Grants remaining (unspent amounts)</td>
<td>932,203</td>
<td>2,343,675</td>
</tr>
<tr>
<td>Other current assets</td>
<td>544,065</td>
<td>255,048</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$8,631,343</strong></td>
<td><strong>$9,529,612</strong></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>624,134</td>
<td>698,617</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$9,255,477</strong></td>
<td><strong>$10,228,229</strong></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$81,093</strong></td>
<td><strong>$98,508</strong></td>
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<tr>
<td><strong>Net assets</strong></td>
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<tr>
<td>Unrestricted</td>
<td>2,221,508</td>
<td>2,019,516</td>
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<tr>
<td>Temporarily restricted (including Grants remaining)</td>
<td>5,403,274</td>
<td>6,575,936</td>
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<tr>
<td>Permanently restricted</td>
<td>1,549,602</td>
<td>1,534,269</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$9,174,384</strong></td>
<td><strong>$10,129,721</strong></td>
</tr>
</tbody>
</table>

### STATEMENT OF INCOME

<table>
<thead>
<tr>
<th>Income</th>
<th>Year Ended September 30, 2018</th>
<th>Year Ended September 30, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants revenues</td>
<td>1,442,647</td>
<td>1,246,600</td>
</tr>
<tr>
<td>Contributions</td>
<td>439,212</td>
<td>167,886</td>
</tr>
<tr>
<td>Local revenues</td>
<td>137,459</td>
<td>130,871</td>
</tr>
<tr>
<td>Investment income</td>
<td>353,230</td>
<td>650,710</td>
</tr>
<tr>
<td>Other</td>
<td>46,379</td>
<td>16,759</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td><strong>$2,418,927</strong></td>
<td><strong>$2,212,826</strong></td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants expenses</td>
<td>(1,167,447)</td>
<td>(1,001,600)</td>
</tr>
<tr>
<td>Occupancy</td>
<td>(84,184)</td>
<td>(82,937)</td>
</tr>
<tr>
<td>Management and general expenses</td>
<td>(794,449)</td>
<td>(655,597)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(124,008)</td>
<td>(125,466)</td>
</tr>
<tr>
<td>Fundraising and program development</td>
<td>(36,729)</td>
<td>(55,908)</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$(2,206,817)</strong></td>
<td><strong>$(1,921,508)</strong></td>
</tr>
<tr>
<td><strong>Surplus/(shortfall) for the year</strong></td>
<td><strong>$212,110</strong></td>
<td><strong>$291,318</strong></td>
</tr>
</tbody>
</table>
Any anniversary provides opportunity both for reflection on the past and planning for the future, and our 50th has done just that for ACOR. ACOR has come a long way since its founding in 1968. We stand today as an internationally recognized center for scholarship, cultural heritage preservation, and academic community with a world-class research library and a long-standing record of partnership with Jordanian institutions and communities—and we have big plans to expand our offerings and programming well into the future.

With this in mind, in November 2017, the ACOR Board of Trustees determined that it should undertake a strategic planning process. A survey in English and Arabic was sent out to hundreds of stakeholders, who provided valuable feedback. A strategic planning committee supported by an external consultant, many ACOR staff members, and others led the development of a Strategic Plan, which was approved by the ACOR Board of Trustees on June 26, 2018 in Amman. The Pillars (below) serve as the aspirational summary of our Strategic Plan, defining ACOR’s focus over the next three to five years.

**Pillar I: Advancing Knowledge**
ACOR is a center for scholarly excellence in the field of archaeology and in other disciplines in the social sciences and humanities. ACOR serves a diverse set of scholars and students from North America, Jordan and other regional countries and has strong cooperative relationships with North American universities.

**Pillar II: Preserving Jordan’s Cultural Heritage with Communities in Jordan**
Through externally-funded programs, ACOR fosters cultural heritage activities as a significant part of its mission, by assisting the national government and local communities in preservation of significant sites through training and knowledge-sharing with cultural heritage/tourism scholars, and shares Jordan’s rich history with global audiences.

**Pillar III: Engaging Our Host Nation**
ACOR has broad relationships in Jordan as well as deep relationships with key Jordanian national and local governmental agencies and academic institutions. ACOR strategically communicates with these agencies/institutions and more broadly in Jordan to ensure its mission and activities are understood by a diverse set of stakeholders. ACOR reaches out to and engages with many Jordanian academics and universities. Public outreach is focused on ACOR’s lecture program. While ACOR communicates primarily in English, ACOR also communicates in Arabic with some local audiences.

**Pillar IV: Information Services – Library and Archive**
ACOR’s library and archive are key resources for visiting scholars and students, Jordanian scholars and students and remote users. ACOR has a solid infrastructure, including high-speed internet connections; appropriate digital tools; investments in scholarly materials and select staff; concise and up-to-date policies on acquiring and preserving materials; and well-designed research/learning spaces.

**Pillar V: Supporting Our Future Needs**
ACOR has the necessary financial, human and other resources (including infrastructure) to underpin its programs and needs to allow ACOR to serve its diverse stakeholders in Jordan and elsewhere.

We look forward to implementing our future vision, and invite you to join us in doing so. Learn more about ACOR’s work and how you can become a supporter at www.acorjordan.org.

To receive electronic or physical newsletters from ACOR, please provide your preferred address at www.acorjordan.org/mailing-list

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LinkedIn /company/acor-amman/

Please direct inquiries to acor@acorjordan.org.