

The Future of the Past 2.0

Faculty of Archaeology

Strategy Plan 2015 - 2020

April 2015



**Universiteit
Leiden**
The Netherlands

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TABLE OF CONTENTS

SUMMARY	6
INTRODUCTION	8
OPPORTUNITIES AND THREATS	10
Strengths	10
Weaknesses	10
Opportunities	11
Threats	11
ORGANISATIONAL STRUCTURE	12
RESEARCH	15
TEACHING	16
Educational innovation	17
Master of Science (MSc) title and other accreditations	17
Increase options in Research Master's programme	17
Museum Studies	17
English-taught Bachelor's programme	17
TRAINING, SOCIETY AND LABOUR MARKET	18
DEVELOPMENTS AND PARTNERSHIPS	20
New positions	20
Academic integrity	20
Data management and open access	20
Diversity policy	20
Recruitment	21
New partnerships	21
FINANCES AND FACULTY ACCOMMODATION	22
HUMAN RESOURCES POLICY	25
Career policy	25
Further development of University Teaching Qualification (BKO)	25
Faculty sabbatical regulation	26

Talent Track	26
Salary scales and promotion	26
Annual Faculty review discussions	27
Performance and Development Interviews	27
Postdoc community	27
Fine-tuning PhD candidate policy	27
Attracting top national and international talent	27
ALUMNI POLICY AND STRENGTHENING TIES WITH THE PROFESSIONAL COMMUNITY	29
ADVISORY BOARDS	30
Advisory Board	30
International Science Board	31
APPENDIX: BOARD AGREEMENTS 2013-2016	32





SUMMARY

In this strategic plan the Board of the Faculty of Archaeology has outlined its ambitions and objectives for the period 2015-2020. The Faculty wishes to further strengthen its position as the leading university centre in the Netherlands for archaeological teaching and research and to become one of the most prominent players in Europe. It aims to achieve this by providing the broadest possible spectrum of archaeological research in both the field and the laboratory.

The ambitions and objectives of the Faculty are reflected in its organisational structure and human resources policy. The organisation structure will be modified in the course of 2015 with the formation of three departments: World Archaeology, Archaeological Sciences and Archaeological Heritage. While the Board will determine the overall scope of the Faculty, the (rotating) heads of department will be responsible for the allocation of teaching duties and the overarching strategy of the different departments. However, the chair groups will continue to bear responsibility for the design and conduct of research.

The Faculty has implemented a number of measures pertaining to academic integrity, which apply to the staff as a whole and to all levels of Faculty teaching and research.

The Faculty aims to achieve further growth in international student numbers. For this reason, an English-taught propaedeutic phase, which starts in the 2015/2016 academic year, will be offered in addition to the Dutch-taught propaedeutic phase. The second phase of the Bachelor's programme will be fully English-taught from 2016/2017 and the whole Bachelor's programme from 2017/18.

The Faculty's medium-term financial position is reasonably healthy, as it has managed to secure many grants from the Dutch 'second and third flows of funds' (indirect general and project-based public or private funding) In the longer term, however, its room for manoeuvre will be limited, and this will necessitate a strict policy concerning the Faculty's structural duties. Every permanent appointment, from professor to support post,

is consequently a policy decision.

The focus of Faculty human resources policy for academic and support staff alike will be on attracting, retaining and developing talent. By the end of 2015 at least 80 percent of the lecturing staff will have earned the University Teaching Qualification certificate (BKO) and a substantial percentage will also have earned the Basic Qualification in English Language Skills certificate (BKE). The Faculty will draft a Careers policy memorandum at the start of 2015 containing clear guidelines on determining salary scales and promoting academic staff.

Alongside the existing Advisory Board, an International Science Board will be set up to reflect upon staff output and teaching and research policy.



Photo: Contemporary Mixtec weaver in San Pablo Tijaltepec (Oaxaca, Mexico)



Photo: Excavation in Jebel Qurma



Photo: Rock engraving in Jebel Qurma

INTRODUCTION

This strategic plan reflects recent discussions on the new Institutional Plan of the University and the documentation accompanying the general assessments of research and teaching that took place between 2012 and 2014. The most important aims of the Faculty strategy continue to be excellence in research and research-oriented teaching; educational innovation; interdisciplinary research; valorisation of research; and attracting top talent. The Faculty's human resources policy reflects these aims. Parts of this Strategic Plan will be further developed into a number of operational implementation documents.

The past is an important cultural value in societies all round the world. Archaeology is an effective way to learn about the past and to assign it a place in the present. The social relevance of Archaeology as the study of the past is expressed in various ways such as in legislation protecting archaeological heritage (Malta Convention), the great media interest in archaeology, the growing importance ascribed to global heritage, the rise of cultural tourism and public participation and the special interest in archaeology in regions such as the Americas that have clear cultural continuity with the (indigenous) past.

The archaeological study of the past is a dynamic process that involves many disciplines. Archaeologists establish links with the arts, humanities and the natural and social sciences. Constant innovation and the development of methods and techniques lead to new applications in Archaeology. Fundamental research into material culture and new theories on human societies are essential here. The application of methods and theories from the social and natural sciences in the effort to understand past societies continually leads to new insights and research possibilities. The interdisciplinary study of the development of human society around the world, from its earliest beginnings right up to the modern period, is at the core of the Faculty. The role of the past in shaping contemporary society is also an important area of Faculty research and is expressed in our focus on World Archaeology, Archaeological Sciences and Archaeological Heritage.

The Faculty is the largest university centre of archaeology in the Netherlands and in recent years has further consolidated its position as market leader in the country. More than

60% of first-year Archaeology students in the Netherlands choose to study in Leiden.

The Faculty has a staff of more than 170 (130 FTE, including support staff; 50 FTE in permanent contracts). It teaches some 300 bachelor's and 200 master's students. Besides, a large number of internal and external PhD candidates work at the Faculty, many of whom come from abroad. The academic staff publish in leading journals and produce monographs that make an essential contribution to the development of our knowledge of the past. Faculty staff have recently won prestigious prizes and research grants for such works.

It is the ambition of the Faculty to consolidate its position as the leading university centre in the Netherlands for archaeological teaching and research and to become one of the prominent players in Europe. It aims to achieve this by providing the broadest possible spectrum of archaeological research in both the field and the laboratory. Collaboration with other archaeological units within the Netherlands and abroad is essential here and will thus be further expanded. At European level, the Faculty works intensively with such institutions as the universities of Konstanz, Cambridge, Heidelberg, Paris and Leuven, and the Max Planck Institute for Evolutionary Anthropology in Leipzig. It also has many partners outside Europe in, for example, Central and South America, the Caribbean and the Middle East. The Faculty has numerous partnerships within the Netherlands with municipalities, provinces, heritage institutions and other universities.

In recent years the Faculty has won prestigious prizes and secured many substantial research grants. Since 2010 a number of researchers have been awarded a Veni, Vidi or Vici grant from the NWO or an ERC Grant. In 2011 Maarten Jansen was awarded an ERC Advanced Grant for his research into the indigenous calendars in Mexico and Guatemala.

Corinne Hofman received an EU Synergy Grant of 15 million euros together with Willem Willems† (Archaeological Heritage, Leiden University), Professor Gareth Davies (isotope analysis, VU University Amsterdam) and Professor Ulrik Brandes (network science, Universität Konstanz).

Wil Roebroeks was appointed Academy Professor at the Royal Netherlands Academy of Arts and Sciences (KNAW). Corinne Hofman was awarded the KNAW Merian Prize for female academics. Wil Roebroeks was awarded the NWO Spinoza Prize in 2007, followed by Corinne Hofman in 2014.

OPPORTUNITIES AND THREATS

To determine the Faculty's position in the university arena, we conducted a SWOT analysis, building partly on the recent general teaching and research assessments.

Strengths

- excellent staff with generally very good academic output;
- intensive international collaboration;
- extensive activity in many parts of the world;
- broad spectrum of archaeological methods and techniques;
- strong interdisciplinary research;
- flexible structure achieved by division into chair groups;
- wide range of specialisations and as such unique in the Netherlands;
- academically one of the leading archaeological players in the world;
- some unique specialisms with leading publications;
- very successful in securing research grants;
- wide range of courses;
- largely English-taught programme;
- well-performing graduate school for PhD candidates;
- head start in data management (open access).

Weaknesses

- **too little unifying thematic research, which may lead to dilution of the profile;**
- **relatively rapid growth leading to possibly organisational problems;**
- **many unique specialisms supported by limited staff;**
- **fragmentation caused by existing organisational structure;**
- **wide range of courses creating high burden on lecturers;**
- **too little diversity (such as male/female ratio) in the positions of associate professor and professor;**
- **insufficiently developed and implemented alumni policy;**
- **insufficient visibility of the postdoc community and the fact that postdoc policy is still under development;**
- **under-developed relationship with Dutch municipalities.**

Photo: José Joordens shows the fossil shell which has a hole bored into it by Homo Erectus, enabling the shell to be opened with a sharp object (@ Henk Caspers, Naturalis)

Opportunities

- heritage, a field in which the Faculty is well-represented, is an important theme in the new European funding scheme (Horizon 2020);
- the Faculty is already directing all its efforts towards excellence, international collaboration, a networked university and collaboration with local and regional government and small-scale institutions and businesses; these are topics that are gaining increasing emphasis at both the national and the international level;
- in order to solve pressing questions concerning the national archaeological heritage, there is a great need for ground-breaking academic research that transcends the boundaries of the current national research agenda and Malta funding;
- the Faculty is already making its name with trans- and interdisciplinary research, which is gaining increasing priority in organisations that award funding;
- the internationalisation of the teaching programmes with the introduction of the English-taught bachelor's programme should help further develop the Faculty's international profile;
- the restructuring of the programmes offers good opportunities for responding to the new needs of the labour market;
- great diversity of international contacts helps spread risks with regard to exploring new research;
- the demonstrable need for postgraduate training in the professional arena;
- the increasing emphasis on social relevance and valorisation;
- the Faculty can take advantage of closer alumni involvement in Faculty policy.

Threats

- the Faculty is too dependent on funding from the Netherlands Organisation for Scientific Research (NWO) and the ERC, which is becoming increasingly difficult to secure, thus making the Faculty's financial position uncertain;
- Archaeology is difficult to position within the NWO's Top Sector Policy;
- the numbers of new undergraduate students from the Netherlands are dropping, partly as a consequence of the introduction of the study loan system;
- the demographic profile of the staff: most of the current professors will retire in the time frame of the plan, causing the loss of much expertise.

Photo: Stone grave in Vassevere (Estonia)





Photo: Maya temple in Dzibilchaltun (Yucatan, Mexico)

The objective of the Archaeology programme at Leiden University is to train academics in a multidisciplinary, research-oriented environment with international allure. Students are trained for archaeological or related professions of an academic, commercial or social nature. The programme familiarises students with the main lines of enquiry of global archaeology.

ORGANISATIONAL STRUCTURE

The Faculty has grown rapidly in the last five years, with not only large numbers of new staff appointments but also expansion in the research and research-oriented teaching in Archaeological Sciences and Archaeological Heritage. This has made the organisation of teaching and research a much more complex, and in some aspects much more difficult, affair. Changes therefore need to be made to the organisational structure while ensuring that the staff in the research groups are free to work on research and topics of their own choice with the same financial support as in the past. However, it is essential that organisational links be made between the different chair groups with regard to teaching and research that transcends these groups, and that strategic decisions are made that are geared towards the national and international agendas.

In order to achieve more cohesion in both its teaching and research, the Faculty has opted for a flexible organisational

model that minimises fragmentation and stimulates integration and interdisciplinary collaboration. The Faculty therefore intends to form three departments in the course of 2015 that each follow a thematic line. There will, of course, be a transition phase in terms of filling the three vacancies for head of department. The developments in the discipline, the increasing inter- and transdisciplinary nature of the research, the new demands of the labour market and the rapid growth of the Faculty make it desirable to make such modifications to the Faculty that will stimulate and intensify integration and collaboration in its teaching and research.

The chair groups and laboratories will be assigned to the three departments. The post of head of department will rotate between the full professors from the chair groups. This role will focus on the overarching departmental strategy. Policy consultation with the Faculty Board will take place at the level of the chair

groups, as will research funding and budget allocation. The laboratories have their own funding.

The heads of department will be appointed for a term of three years by the Faculty Board following consultation with the chair holders, and it will be possible to extend this term for a further three years. The head of department posts will be reserved for ordinary full professors. The Faculty will aim to distribute costs fairly and rationally between the departments.

The members of the academic staff will be assigned to one of the three departments, as will the support staff and laboratory maintenance staff. All members of the academic staff will be able to teach in all of the different departments.

The heads of department will be responsible for the allocation of teaching duties in the

departments. The chair groups will continue to bear prime responsibility for the design and conduct of research.

The Faculty Board will use a concretised allocation model based on a standard teaching load system to determine the scope of teaching duties per department. A model will also be used to free up time for the supervision of PhD candidates (and possible

postdocs). The Faculty Board will establish a standard for this.

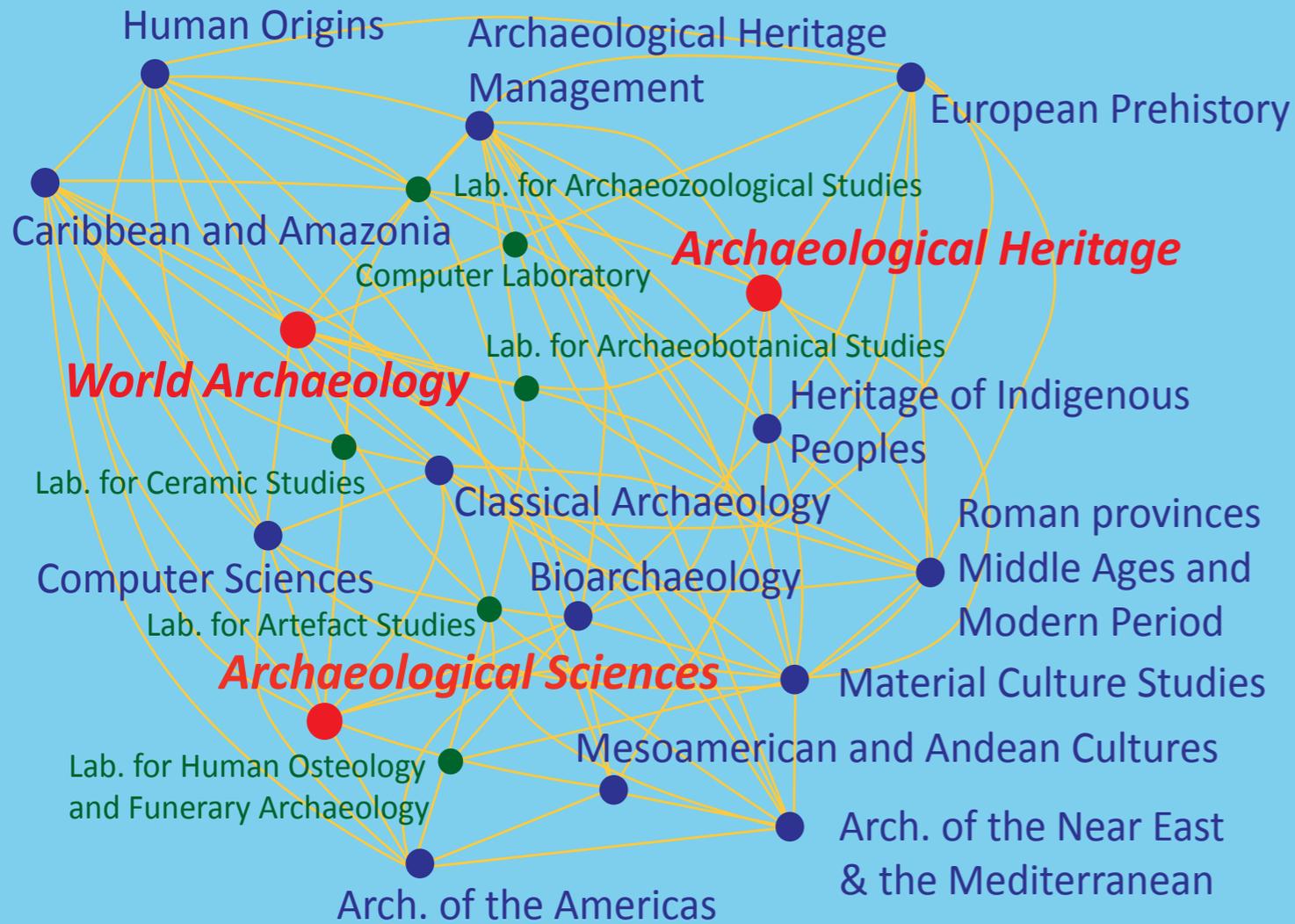
The complex network of relationships within the Faculty can be seen below.

Three departments

<i>World Archaeology</i>	<i>Archaeological Sciences</i>	<i>Archaeological Heritage</i>
<p>(1) <i>Human Origins</i></p> <p>(2) <i>European Prehistory</i></p> <p>(3) <i>Roman Provinces, Middle Ages and Modern Period</i></p> <p>(4) <i>Archaeology of the Americas</i></p> <p>(5) <i>Archaeology of the Near East and the Mediterranean*</i></p>	<p>(6) <i>Bioarchaeology</i> - <i>Laboratory for Archaeozoological Studies</i></p> <p>- <i>Laboratory for Archaeobotanical Studies</i></p> <p>- <i>Laboratory for Human Osteology and Funerary Archaeology</i></p> <p>(7) <i>Material Culture Studies</i> - <i>Laboratory for Artefact Studies</i></p> <p>- <i>Laboratory for Ceramic Studies</i></p> <p>(8) <i>Computer Sciences**</i></p>	<p>(9) <i>Archaeological Heritage Management</i></p> <p>(10) <i>Heritage of Indigenous Peoples</i></p>

* The Faculty is considering the possibility of establishing a separate chair group in Classical Archaeology.

** It is the ambition of the Faculty to develop a separate chair group in (Archaeological) Computer Sciences in the longer term.



Above: Illustration of the complex network of collaborations in the Faculty of Archaeology

RESEARCH

The Faculty will direct its efforts to the conduct of ground-breaking, inter- and transdisciplinary research of the very highest calibre. This will entail a strengthening of research that takes an interdisciplinary approach to essential themes in the development of human society around the world. These themes will be studied from a regional perspective in a global context (World Archaeology) and by applying and developing innovative methods and techniques from the natural sciences (Archaeological Sciences). The focus will lie on Europe, the Americas, the Near East, the Mediterranean and the early Hominids worldwide. Crucial to the research will be the attempt to assign the past a place in the present. Valorisation and the involvement of existing communities (Archaeological Heritage) as well as the attempt, for example, to bring together experimental archaeology, Archaeological Sciences and the public will be at the forefront of this research. Working in this way will enable the Faculty to transcend traditional disciplinary boundaries and in certain cases even generate new transdisciplinary insights.

An important step that the Faculty wishes to take here is to reinforce the basis of the

Archaeological Sciences by investing in research in this field and to broaden the range of options in, for instance, Archaeological Computer Sciences.

The Faculty also wants to deepen its heritage research by further developing its research and teaching on the Heritage of Indigenous Peoples. This is an approach that few European institutions take, but which does enjoy strong and successful representation at the Faculty. Vacancies for academic staff in the future department of Archaeological Heritage will create opportunities to give shape to heritage studies within this field.

With its participation in the Leiden-Delft-Erasmus University (LDE) Center for Global Heritage and Development the Faculty also aims to promote the further development of its heritage research. The aim of the LDE Centre is to establish new links with other disciplines and thus make an innovative and transdisciplinary form of heritage research possible.

Photo: Fragment from the Codex Iya Nacuaa (around 1500), Weltmuseum Wien



Alongside research, teaching is the key task of the Faculty and its teaching and research are strongly intertwined. In principle, each lecturer is also an experienced researcher and vice versa. In the following section we will explore a few recent activities.

The teaching activities and performance of each member of academic staff are the main focus of the agreements that ensue from the annual Performance and Development Interviews, and they have an explicit role in the assessment of staff performance.

The new and diversified teaching facilities in the Van Steenis Building will help to improve the quality of the teaching in the Faculty.

The Faculty is on target to meet its previous performance agreements (which will be assessed at the end of 2015) with the Executive Board of the University. The requirements for the BKO will be amply met. Intake in the excellence track (honours teaching) also amply meets the set requirement. Intake in the Master's programme, particularly of international students, meets the goals and the Faculty considers further growth both opportune and realistic. Undergraduate intake requires attention, and the Faculty is responding to the changing national trend (decrease in student numbers) by introducing an English-taught Bachelor's programme in 2015. The agreements concerning study success are being realised with the aid of the study plan, men-

toring and participation in the *Sterker aan de Start* project, which has been implemented throughout the University. The Faculty places much importance on the proven success of its mentoring programme.

Educational innovation

Educational innovation and lecturer professionalisation are taken very seriously by Leiden University. The Faculty will further develop digital learning initiatives, including blended learning, digital exams and open and online learning. The Faculty aims to be able to offer an undergraduate level Massive Open Online Course (MOOC) and/or a Small Private Online Course (SPOC) in 2015 that cover a broad and appealing global theme.

Master of Science (MSc) title and other accreditations

The Faculty believes that if it were possible to earn the title Master of Science, this would attract new students and cause an increase in intake in the Master's programme, in particular of international students. Students of Archaeology can currently earn the title Master of Science upon completion of the Archaeology programme with certain specialisations under the terms of a policy of tolerance. These are specialisations of a scientific nature such as Paleoecology, Osteoarchaeology, Material Culture Studies and Archaeological Computer Sciences (from 2015). The Faculty is investigating ways to gain accreditation for the (R)MSc, also with an eye to recruitment, increased intake, transparency of the range of courses, and anticipating the needs of the labour market.

Increase options in Research Master's programme

The Faculty recently increased the range of options within the Research Master's

programme in order to develop an attractive research-oriented programme with a focus on excellent national and international students. The long-term aim is for a Research Master's programme in which students can assemble a tailor-made package of course units that closely correspond with their final-year theme.

Museum Studies

The pilot specialisation in Museum Studies will be assigned to the department of Archaeological Heritage. The specialisation will be developed in collaboration with external parties.

English-taught Bachelor's programme

The Faculty is launching an English-taught propaedeutic phase alongside the Dutch-taught one in the 2015/16 academic year. The second and third years of the Bachelor's programme will be taught in the English language from 2016/17 and 2017/18, respectively. Lecturers who participate in this must hold a BKE certificate. The Faculty will deal with any staffing bottlenecks in the teaching that arise with the introduction of the English-taught Bachelor's programme. Certain second and third-year course units may also be taught in the Dutch language if this is considered necessary for the Dutch labour market. The English-taught programme will be evaluated in spring 2018.

The restructuring of the third year of the Bachelor's programme, should result in a more attractive and appealing undergraduate programme for Dutch and international students. The Faculty is considering restructuring it into thematic tracks.



Photo: Excavation in Oegstgeest (the Netherlands)

TRAINING, SOCIETY AND LABOUR MARKET

Changes in society, globalisation and new demands from the labour market have made it increasingly clear that greater diversification is necessary in the training of archaeologists. Whereas in the past there was a strong focus on training students as researchers specialising in a certain region, there is now a great need for programmes in which students acquire skills and knowledge relating to heritage management and policy and archaeological sciences. Increasing internationalisation and the demand for inter- and even transdisciplinary acting archaeologists have made it clear that skills such as the ability to combine methods and theories from different disciplines and/or regions have become an end in themselves. The changes to our programme, such as encouraging students to associate the study of a regional specialisation with a science or heritage specialisation, respond to these developments.

The archaeology programme at Leiden is currently a strong international 'brand', with students who trained in Leiden working all over the world in a broad spectrum of academic and heritage institutions. Research and heritage institutions in the Netherlands and abroad are our primary focus, because we are convinced that the quality of the 'digging

profession' (for instance in the Dutch cycle of heritage conservation (*Archeologische Monumentenzorg* (AMZ))) greatly benefits from well-trained and critical young academics. At the same time we also offer these academics the chance to specialise in career opportunities during their Master's programme.

The programme also equips our students for future work in the Netherlands. It focuses on landscape archaeology and heritage management, and on the practical and the legal and policy-related aspects of fieldwork, heritage management and working in line with the quality standard for Dutch Archaeology (*Kwaliteitsnorm Nederlandse Archeologie* (KNA)). The range of options has increased with the addition to the programme of specialisations in the Middle Ages and Modern Period and new training opportunities during fieldwork in both the Bachelor's and Master's programmes (internships). The Faculty has chosen to conduct part of its student training in its own, ground-breaking excavation projects, projects that form a niche in Dutch archaeology, such as the study of burial mound landscapes. It works closely here with partners in South and North Holland (municipal archaeology departments, what is known as the '*Verbond van Leiden*' (Leiden Alliance) and the West-Frisian municipalities) and in the central and southern Netherlands (large municipalities such as Oss and Apeldoorn as well as Crown Estate '*t Loo*').

However, the archaeology labour market in the Netherlands has become saturated, and job prospects in commercial archaeology in the Netherlands have decreased considerably in recent years. At the same time, a greater need has arisen for academics who combine a background in archaeology with

knowledge and experience of heritage policy and management and public appeal and participation. The optional specialisation in heritage studies provides this, and the introduction, in the Master's programme in particular, of internships that students pursue at national, provincial or local authorities, heritage institutions or museums has made it possible for students to gain work experience in this area. The new internships in the Master's programme also mean that the more traditional training as a regional (field)

archaeologist better anticipates the needs of the labour market. Students are taught, for instance, to assume a leadership role at archaeological excavations. The Faculty career market also has an important role in preparing students for their future career.

Given its unique expertise in the archaeology of the Caribbean, the Faculty clearly has an important role in the archaeology of the overseas territories of the Kingdom of the Netherlands, and the research of both the indigenous

and the colonial heritage. A further task lies in the area of local information, education and valorisation together with supporting the local archaeological and museum infrastructure.

The Faculty of Archaeology's programmes have an important role in training the local population in the regions in which the Faculty conducts its research. This training not only relates to fieldwork (which is in accordance with the KNA) but also to collection management and the museum and heritage

sector. A good working relationship with colleagues and institutions in these regions is crucial in the interests of academic follow-up and valorisation as well as continued good contacts and further archaeological research. The Faculty therefore scouts local staff and potential students and encourages them to do their training, or at least some of it, in Leiden (Bachelor's, Master's, Research Master's or PhD).



Photo: Excavation in the Dominican Republic

DEVELOPMENTS AND PARTNERSHIPS



Photo: Students in the osteoarchaeological laboratory

New positions

There is a vacancy for a full professor of Archaeological Sciences. The Faculty is seeking an academic who can forge links between the existing specialisations and further develop the discipline and embed it in an international network.

A Tenure Track position has been created that will involve setting up a research programme in the Archaeological Computer Sciences. The Faculty has opted for definitive profiles here, partly with the aim of developing an MSc programme.

With the support of the Professor A.W. Byvanck Fund from the Leiden University Fund, the part-time (0.4 FTE) Byvanck Chair was established in 2010 with the teaching mandate of Archaeology and Art History of Classical Antiquity. This chair has been allocated to the Faculty of Archaeology in collaboration with the Faculty of Humanities, as the teaching mandate links to Archaeology, Greek and Latin Language, and Culture and Art History.

Academic integrity

The Faculty has implemented academic integrity measures that apply to the staff as a whole at all levels of teaching and research. In collaboration with the national research school ARCHON the Faculty will develop an annual course/workshop in Academic Integrity (and ethics) with a focus on professional practice. The obligation to check submitted work for plagiarism, dissertations in particular, will be firmly embedded in the procedures. More information on the measures that have been taken can be found in the Faculty memorandum on 'Academic Integrity' from 2 October 2014.

Data management and open access

In accordance with University policy, the Faculty is directing its efforts towards making data and publications accessible in open access. With regard to archaeology in the Netherlands, the Faculty has set up a system that will make excavation data openly accessible upon completion (DANS). The aim is to archive the rest of the Faculty research in this same way.

Diversity Policy

In accordance with University policy, the Faculty promotes a policy of diversity and ensures that all staff members, regardless of gender, ethnic background, cultural background, sexual orientation or disability, can develop their talents to the full. When filling vacancies, the Faculty actively seeks to do so in accordance with the diversity policy. When recruiting PhD candidates and postdoc staff, the Faculty actively seeks candidates with a non-Dutch cultural background.

Recruitment

The Faculty recruitment strategy focuses not only on Dutch students, but also on international undergraduate and Master's students, PhD candidates and postdocs.

The Faculty website has been designed to provide a clear navigation structure and transparent information. A clear and full overview should be given of the research conducted and courses offered in the Faculty. A film of the teaching and research at the Faculty will be added to the existing documentation. Master's

Theses, dissertations and publications will be made available online wherever possible.

New partnerships

Together with the Faculty of Law (Criminal Law and Criminology) and the Netherlands Forensic Institute (NFI), the Faculty is investigating the possibility of developing a minor or MA specialisation in forensic archaeology. In 2015 and 2016 the Faculty will be collaborating with the Faculty of Law and the NFI to offer the Body of Evidence Honours Class.

The Faculty recently concluded a partnership agreement with the Textile Research Centre (TRC), which means that research into fibres, textiles and basket-weaving will be added to the Master's curriculum. Microscope research into agricultural tools and (plant) fibres in Material Culture Studies will thus be combined with the more traditional research methods used by the TRC.

The Faculty will also research the possibility of collaboration with the Faculty of Social and Behavioural Sciences (Cultural Anthropology), the Faculty of Law and the Faculty of Humanities in the area of Heritage of Indigenous Peoples, all of this within the scope of the research profile Global Interaction of People, Culture and Power through the Ages.

Heritage studies largely transcend disciplinary boundaries. The Faculty has hosted the LDE Center for Global Heritage and Development since 2013, thus giving more structural shape to its new emphasis on heritage studies. At the Center, the Faculty and its partners from Delft University of Technology and Erasmus University Rotterdam develop research projects that involve academics from different disciplines such as Archaeology, Landscape Studies, Architectural History, and Art and

Culture Studies. The Faculty wants to develop related post-academic training in the coming years.

The Faculty participates in the new Leiden-Global partnership, in which research institutions and museums from Leiden bundle their academic and educational knowledge of Global and Area Studies. The National Museum of World Cultures, the National Museum of Antiquities and five research institutions are represented in this partnership alongside the institutes and faculties of the University. The Faculty expects this partnership to be evaluated at least in the first year of its existence in terms of the effectiveness and visibility of the constituent disciplines.

The Faculty works with the Faculties of Humanities and Social and Behavioural Sciences (in particular Cultural Anthropology) in the university research profile Global Interaction of People, Culture and Power through the Ages. This profile entails the study of a large number of languages, cultures and societies in their historical context from prehistory to today. Its scholars research local, national, transnational, and intercontinental relationships and interactions from a comparative perspective in time and space. The Faculty expects to increase its visibility here.

The Faculty's move to the Bio Science Park should intensify its collaboration with the Faculty of Mathematics and Natural Sciences (DNA laboratory, Cell Observatory), the Leiden University Medical Center (LUMC), the Naturalis Biodiversity Center and the Leiden College of Advanced Education, on such undertakings as interdisciplinary minors.

Archol (contract archaeology and archaeological fieldwork) and LAB (specialised research

in Paleobotany, Osteoarchaeology, Archaeozoology and Material Culture Studies) are providers of commercial archaeology services that have links with the Faculty. A different, more intensive form of consultation between the Faculty and Archol has increased their synergy. Archol, and to a lesser degree LAB, provide good internship opportunities for our students, involving both fieldwork and artefact processing. This generates new possibilities for students to gain experience in their future field of work. Until recently, Archol and LAB had a firm focus on the Dutch market, but both are now expanding the scope of their activities to beyond, and occasionally far beyond, the national borders. The Faculty is investigating the possibility of working more intensively with both companies, for instance in municipal research projects in the Netherlands and abroad.

The Faculty's financial outlook in the medium long-term is reasonably healthy. This is due to having secured disproportionately generous NWO and EU grants in recent years. The University Finance Regulations (*Kadernota*) 2015-2018 predict a stable budget partly because the allocation model for direct government funding (the Dutch 'first flow of funding') is positively linked to these grants. This is despite substantial generic University cuts. The shadow side of this link is the inevitable decrease in grant revenue and thus a less rosy financial perspective from 2019 (not visible in the current prognoses). This will be regardless of whether the Faculty manages to mobilise any extra resources.

The Faculty will therefore need to focus its direct and indirect investment on those teaching and research activities that can be expected to generate revenue during the timeframe of the plan and thus also on the infrastructure that these will require. The Faculty has chosen to invest in the teaching and research facilities in the Van Steenis Building. This has been made possible with the help of the Executive Board of the University. The associated expenses, both one-off and long-term investments, should be seen as an example of the adopted investment policy.

The teaching and research priorities in which we can see opportunities in this respect (English-taught Bachelor's programme, Archaeological Computer Sciences, laboratory facilities, Archaeological Sciences, and ICT and Teaching) have already been indicated elsewhere in this Strategic Plan. The Faculty will, of course, also set aside resources to enable us to respond to any sudden changes in intake in the Master's programme.

In addition, the 'special interfaculty budgets', such as those for textile research, the DNA laboratory, isotope analysis and NCL, will become target allocations that will be assessed annually for their return on investment. The same will apply to the budget that has already been reserved for the English-taught Bachelor's programme and for possible investment in minors.

There is a flipside to the coin, however. We have only very limited financial room for manoeuvre to realise permanent posts from government funding. This means that we will continue with a strict policy concerning more structural commitments (the slogan 'each permanent appointment within the Faculty of Archaeology is a policy matter', from full professor to teaching support post).

The basic budgets that are made available to the Faculty chair groups and are separate from grant money, are in our opinion fairly limited, particularly for a Faculty that takes a science-based approach. In the short term we

therefore favour an increase in the basic sum per chair group, which after all form the core of our research organisation.

The investment that the Executive Board of the University has taken great pains to make in the Van Steenis Building is considerable. In particular the laboratories have more or less reached the level of state of the art. The 'new users' are therefore expected to make a concerted effort to mobilise extra funds. In economic terms the laboratories should return the investment, both in external grants and in contributions to the Master's programme.

The Faculty is investigating whether the Van Steenis Building can be used in collaboration with the LDE Center for Global Heritage and Development to broaden the education we offer by providing postgraduate training or a summer school.

Strike with prehistoric sword marks the opening of the new Faculty of Archaeology

With a strike of a prehistoric sword, Rector Carel Stolker slashed through a ribbon at the Van Steenis Building on Thursday 25 September 2014. This marked the start of two days of celebrations, which included an 'archaeological handicraft and trade market'.



Photo: Rector Stolker who has just succeeded in opening the Van Steenis Building. To his right is Corinne Hofman, Dean



Photo: Experimental Project Huize Horsterwold

Archaeology



HUMAN RESOURCES POLICY

Career policy

The career policy for both academic and supporting staff focuses on attracting, retaining and developing talent. To enable our staff to achieve these standards, we are increasing our investment in the good supervision and training of our permanent staff and in Talent Track appointments (see below). The basic premise of this career policy is that staff continue to invest in their development and improve their 'market value' as academics and lecturers. Key to this is building up a strong, international curriculum vitae, which includes proven earning capacity and social impact. Although the teaching activities take place within the context of research, a career policy is now also being developed for staff members who excel in teaching (via the Leiden Teachers' Academy).

Further development of University Teaching Qualification (BKO)

The Faculty is aiming for a 100% pass rate for the BKO certificate; lecturers must have earned the BKO certificate within two years of appointment. From 31 December 2015 at least 80% of teaching staff with an appointment of at least 0.5 FTE for a period of at least a year must have earned the BKO certificate. In the next three years staff members who teach will be given the opportunity, if necessary, of further training with the support of the Leiden University Graduate School of Teaching (ICLON). Each year a theme will be determined, which will be followed by four workshops a year. These themes supplement the courses followed by staff to prepare for the BKO certificate. The staff can choose to develop the skills required for service on a board or committee, and if they qualify for this, can follow various courses. From 2015 all lecturers who teach in English must hold the Basic English Qualification (BKE).

Photo: Excavation in the Black Desert in Jordan

Faculty sabbatical regulation

A new sabbatical regulation was established in 2010 that makes it possible to take a sabbatical without having saved extra leave. The sabbatical regulation was tightened as of 1 September 2014: academic staff can apply for a sabbatical once every seven years.



Photo: Excavations in Les Cottés in France

Talent Track

The Talent Track appointment was introduced as a means of implementing Faculty career policy. This is a temporary appointment that can result in a permanent appointment with development possibilities, if a number of criteria that have been established beforehand are met. Excellence in teaching and research and demonstrated earning capacity are key here. The Talent Track procedure was evaluated at the end of 2013 and several modifications were made:

- a Talent Track procedure is only started if it has been decided beforehand to create a vacancy;
- a Talent Track appointment is a temporary appointment for the duration of a maximum of four years;
- at the time of appointment, fixed evaluation times will be agreed upon when the staff member's performance will be evaluated against set criteria; this determines whether a second period can follow the first two years, or a permanent appointment at the end of the track;
- a second appointment of two years after the first two years or a permanent appointment only follows if all requirements have been met; a committee set up in advance by the Faculty Board advises on this;
- excellent teaching and research results are evaluated on the basis of good teaching evaluations, publications in peer reviewed journals, national and international visibility and substantial earning capacity proven by securing research grants from indirect general and project-bound public or private organisations (the Dutch 'second and third flows of funding').

Salary scales and promotion

The Faculty aims to adopt the 'Faculty of Archaeology Career Policy' memorandum early in 2015, which will include clear guidelines for determining salary scales and promoting academic staff and thus prevent *ad hoc* decisions. Criteria will be developed to guarantee objective assessment, and evaluation domains will be determined per post.

After five years of employment an evaluation will take place of whether a staff member qualifies for promotion. Promotion in the intervening period (within the five-year time-

frame) will only be possible in exceptional circumstances.

If a request is made to promote a current employee to associate professor (UHD), the Faculty Board will set up an assessment committee in collaboration with the departmental chair in question and/or the head of a research group. This assessment committee will comprise at least a full professor and an assistant professor (UD) or associate professor from the discipline in question. The assessment committee will advise to the Faculty Board. In this advice the committee will indicate which evaluation domains it believes

the candidate to meet and in which areas the candidate may need to develop further.

The career perspectives of the staff member should be discussed in the Performance and Development Interview. This should preferably lead to concrete agreements for the coming year or years. The post of professor is no longer linked to a chair. The post of full professor will also be included in the career policy, together with the observation that the number of full professor posts is limited.

Annual Faculty review discussions

The Faculty Board introduced Faculty review discussions in 2010. At least once a year the Faculty Board and the head of the research group discuss, in the presence of the chair of the department in question, developments in the research group and the department and the consequences of these for organisation and staff. This is an aspect of the strategic human resources policy and the control cycle.

Performance and Development Interviews

Staff competency in the areas of teaching, research and management, and administration are discussed in the annual Performance and Development Interview. In the new organisational structure this will be an important task for the departmental head. The number and quality of Performance and Development Interviews has declined. Serious improvements are needed in the coming years if we are to achieve the goal of 100% in 2015.

Postdoc Community

The Faculty hopes to stimulate new post-doctorate research by creating a close postgraduate community. The key task of postdocs is to publish two articles per year in peer-reviewed journals, preferably in Open Access. Postdocs (with the exception of postdoc appointments for which restrictions apply, such as the Marie Curie Fellowships) are expected to participate in some of the activities below in order to improve their employability. They should:

- develop their own line of research that supports the Faculty's research and makes it possible to apply for new research funding;
- be involved in the supervision of PhD candidates and Master's students (tutorship);
- assess the research proposals of fellow researchers and coach them in this;
- help provide and/or participate in lecture series with research-related teaching;
- contribute to what are known as RMA Thematic Courses and Honours Classes;
- organise workshops or conferences together with PhD candidates for the teaching programme for the national research school ARCHON;
- earn the BKO certificate (to help their own career and improve their personal curriculum vitae);
- help organising a postdoc day (2x per year).

Fine-tuning PhD candidate policy

Conducting PhD research is a process in which it is important not only to write a dissertation but also to acquire transferable skills. This means that alongside a research track there should also be a clearly developed learning pathway. Consequently, the Faculty of Archaeology has developed a curriculum for PhD candidates in the Graduate School, in which candidates further develop not only their research skills but also skills of a more transferable nature. The new PhD curriculum includes a general section, which is organised by our Graduate School and the national research school ARCHON, and a section that is tailored more towards acquiring practical skills in areas such as writing and presenting, but also teaching. This represents a total of 30 ECTS that must be earned during the four-year PhD programme and preferably for the greater part in the first three years. PhD candidates must develop a personal training and

supervision plan with their supervisors for the duration of the PhD programme. In this Training and Supervision Plan agreements are recorded on the supervision and its frequency and on general courses that the PhD candidates will follow. The candidates have much freedom here to choose courses that correspond with their needs. The Graduate School also organises a PhD presentation day twice a year in which all internal PhD candidates at the Faculty discuss their research. The Graduate School monitors the quality and progress of the individual PhD candidates independently of the supervisors through a system of progress assessments and the PhD Annual Review.

Attracting top national and international talent

A focus of Faculty policy is to attract top academic talent from elsewhere. This takes place through internal selection (Talent and Tenure Tracks), but also through the LDE and ESF networks and the Leiden University Fund (LUF) and Professor A.W. Byvanck Fund in the shape of short or long appointments at the Faculty. The Faculty also wants to consider setting up a fund to help external researchers prepare proposals for research that will be conducted at the Faculty.



ALUMNI POLICY AND STRENGTHENING TIES WITH THE PROFESSIONAL COMMUNITY

As the Faculty wishes to strengthen its ties with the professional community, it will focus on two related matters in the near future:

- Friend raising: realising and strengthening a lasting relationship with its alumni ('friends');
- Fund raising: in the long-run the Faculty will select appealing projects for alumni fund raising.

The Faculty's alumni (more than 1100 people in 2014) are too diverse to approach as a single group. The Alumni Association of the Faculty of Archaeology (VAFA) will therefore be established in 2015 in order to select those alumni who wish to stay in touch with the Faculty (as opposed to those who do not). The Faculty believes that the VAFA will enable it to reach a more committed group of alumni. It also expects to develop crowdfunding projects together with the VAFA in the longer term. There are most certainly opportunities for appealing, representative international projects here. The Faculty is considering setting up a VAFA Fund for member contributions. The VAFA will have a board comprising alumni only and an Advisory Board. An alumni policy committee will be set up in the Faculty. The above will gain further shape in the course of 2015.

The Faculty will organise events (lectures, guided tours, excursions) to give its alumni the opportunity to network (this is interesting for young alumni in particular), to inform them of developments in the Faculty and of current archaeological research and to give them the opportunity to keep in touch with each other.

At the moment alumni are actively involved in various core activities at the Faculty, such as:

- the annual Leiden Archaeology Career Event (LACE);
- guest lectures, internships and study information events;
- feedback on the teaching (among others as part of the institutional visitations);
- high-profile lectures and conferences.



Photo: Students at work

ADVISORY BOARDS

Advisory Board

The Advisory Board of the Faculty of Archaeology was established on 1 January 2012. It is the task of the Advisory Board to advise the Faculty Board on the key points of the policy that need to be implemented in the field of teaching, research and operational management. This Board comprises a maximum of ten members from outside the Faculty, who are appointed for a term of three years by the Faculty Board. Reappointment is possible. The members of the Board retire at their own request or if they have lost their connection with Archaeology. The Board meets at least twice a year.

The composition of the present Advisory Board is as follows:

Mw. drs. Corien B. Bakker

archaeologist at the Municipality of The Hague and until recently chair of the *Convent van Gemeentelijke Archeologen* (a platform for municipal archaeologists)



Prof. dr. Jos G.A. Bazelmans

head of the Research Sector at the Cultural Heritage Agency of the Netherlands and Extraordinary Professor at the VU University Amsterdam



Prof. dr. Patrick Degryse

Professor of Archaeometry at the Department of Nature and Environmental Studies and Director of the Centre for Archaeological Sciences at KU Leuven University (Belgium)



Drs. Evert van Ginkel

co-chair and treasurer of the *Stichting Archeologie en Publiek* (a platform for people bringing archaeology across to the public) and staff member of *TGV teksten en presentaties*



Drs. Tim de Ridder

archaeologist at the Municipality of Vlaardingen



International Science Board

The Faculty aims to install a board of leading international academics to reflect upon the teaching and research policy and the output of the staff.

The Advisory Board has made an active contribution to the realisation of this Strategy Plan.



In the light of the establishment of the performance agreements of Leiden University and the Ministry of Education, Culture and Science (OCW), the Executive Board of the University and the Faculty have reassessed the Board Agreements 2011-2014 on the basis of the Institutional Plan of the University, and established new Board Agreements for the period 2013-2016.

APPENDIX: BOARD AGREEMENTS 2013-2016

1. Undergraduate student intake	75	
2. Master's student intake	100	
3. Percentage international	34%	
4. Dropout rate after one year *	10%	
5. Switch after one year *	4%	
6. Re-enrolment rate after four years *	70%	
7. Rate of one-year Master's in two years	75%	
8. Participants in excellence *	10.0%**	
9. Contact hours B-1 *	100%	
10. Number of PhDs	10	
11. PhDs after six years	73%	
12. Income from the Dutch 'second flow of funds'	M€ 1.7	
13. EU grants	M€ 0.58	
14. BKO certificates *	80%	
15. Women in higher posts	25%	
16. Percentage of support staff *	7%	

* Performance agreement with the Ministry of OCW

** Number of participants in excellence programmes is subject to the approval by Sirius of broadening the definition.



The exact data and programmes can be found on:

<http://www.opendageninleiden.nl/>

Contact details can be found on:

<http://www.studereninleiden.nl/studies/info/archeologie/>

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