



THE BRITISH SCHOOL AT ATHENS
CORPORATE PLAN
2011-2015

The British School at Athens is an institute for advanced research in the humanities and social sciences. Its mission is to conduct, facilitate and promote research of international excellence in all disciplines pertaining to Greek lands, from fine art to archaeometry, and in all periods to modern times.

The School delivers its mission through:

- a programme of research undertaken both alone and in collaboration with UK-based, EU and other overseas institutions. Objectives are defined in a Strategic Plan for Research, following the guidance of the School's senior academic advisory bodies, the Committee for Archaeology (*CfA*), and the Committee for Society, Arts and Letters (*CSAL*);
- an academic programme of seminars, lectures, and conferences;
- its internationally renowned library in Athens (with a branch at Knossos);
- building capacity for research, notably via the provision of member services including: applications for study and fieldwork permits as required under Greek law; advice on the development of research programmes and the availability of resources; access to accommodation, facilities and equipment in Athens and Knossos; provision of remotely accessible online services;
- promoting the use of its laboratory, archival, and museum collections by the academic community worldwide, including the provision of free-access online catalogues and research materials;
- the provision of funding (including studentships and fellowships) for research in Greece, and to enable Greek researchers to visit the UK;
- the provision of internships and training courses for undergraduates, postgraduates and schoolteachers.

CONTEXT

The strategic objectives outlined in this Corporate Plan have been established following major changes to the School's governance and administrative arrangements in 2009-10, and in the context of the wider environment within which the School operates both in Britain and in Greece.

- **Governance:** revised Statutes adopted by the School in June 2009 reduced the size of its Trustee body (Council) and provided for a portion of the membership to be elected by the Council advised

by an independent Search Committee. The Search Committee has oversight of the composition of the Council, with the specific requirement to ensure that it is equipped to exercise critical scrutiny of all areas of the School's operations. The Committee is charged with identifying potential Council members by all appropriate means. These changes are now producing a Council with wider spread of professional expertise beyond the purely academic, which is better able to address critically the legal, financial and managerial issues facing a charity in a time of austerity. The shift towards a smaller but more appropriately skilled Council, combined with the changes in the executive described below, has resulted in sharper and more fully informed debate (recent examples being the reviews of Laboratory staffing and of publications policy) and a clearer overview of policy. Transitional arrangements to bring the composition of Council into line with the new Statutes will be in place from 2010-2013. A Governance Committee conducts periodic reviews of the School's governance, and ensures that the School is compliant with UK legislation and regulations, and other requirements placed upon it (including those of the Charity Commission).

- **Executive:** in June 2009, Council adopted a new organisational structure and new terms of reference for its committees. A limit upon the normal size of committees was introduced, a hierarchical structure created with clear lines of reporting to ensure effective liaison, and a culture of open access promoted via the advertisement of vacancies for committee members. A new Committee for Society, Arts, and Letters co-ordinates research in areas other than archaeology; the reformed Finance and General Purposes Committee now includes within its remit areas such as estate and personnel management; and the reformed Committee for Archaeology exercises oversight of matters such as the dissemination of the results of fieldwork, use of the School's archaeological archives, and the development of long-term regional strategies.
- **Administration:** since 1st October 2009, a full-time administrator based in Athens has overseen the work of the School's Athens and London offices: a part-time London secretary (a joint appointment with the British Institute in East Africa) is based in the British Academy. Accountancy functions are centred in Athens. Following initial reform of working practices attendant on these changes, the School remains in dialogue both internally and with BASIS to identify and implement cost and efficiency savings (for example via management modules in the School's EMu software purchased in October 2009 or the centralization of certain financial processes under the BASIS umbrella). This will remain a priority through the period of this plan.
- **Academic context, UK.** The School's research programme demands close engagement with the research priorities of universities and other cultural institutions, and with the institutional and policy frameworks within which research is conducted. The School itself supports and develops the unique intellectual heritage of over a century of excavation and research by British scholars at sites and in areas which they have largely made their own – Knossos being a world-renowned example. Whether one measures the 'sunk costs' embodied in this heritage in terms of the

intellectual and financial investment made or the academic life created in the UK, it represents a vital resource which the country cannot afford to lose to others, and which offers major research opportunities to the next generation.

We continue to revise our graduate training provision in recognition of the fact that under a post-RCUK funding regime, certain needs are met most effectively by a single institute uniquely able to provide shared access to specific expertise and primary resources. We sustain relations with secondary schools via a biennial course for teachers of Classical subjects, our close publishing relationship with the Society for the Promotion of Hellenic Studies, the development of teaching materials based on our holdings, and the hosting of School groups on request (including modern language, history and science students). We will continue to pursue with our fellow BASIS institutes opportunities to use our combined network to maximise the impact of our work for UK benefit, for example by shared publicity for training programmes, and the development of joint academic initiatives on areas or themes of shared interest (noting current plans for workshops with the British School at Rome and the Council for British Research in the Levant).

- **Academic and legal context, Greece.** The conduct of British archaeological research is the School's primary legal responsibility in Greece. Applications for permits are not normally considered unless made through the School. Fieldwork permits are limited to six per annum, three of which must be formal co-operations with the Ministry of Culture and Tourism. Individual study permit applications are not restricted in number and are made by the School directly to the local Ephoreia in question. In evaluating the five-year plans which the School is required to submit with every new fieldwork application, the Central Archaeological Council is strict in applying requirements for site conservation and provision for the long-term storage of finds.

The School's presence in Greece is an important factor in enabling it to form strategic collaborations with other peer EU and Greek institutions. These collaborations are a valuable means of building research capacity for the UK community. We will sustain links with the American School of Classical Studies (combined online library catalogue; shared seminar in archaeological science), and seek further to develop more recent connections with the *École française d'Athènes* (*Archaeology in Greece Online* from 2009; a shared history and anthropology research seminar from 2011), the Deutsches Archäologisches Institut (provision of topographical data for the online *Zenon* bibliographical database, replacing our card index, from 2009), and the Academy of Athens (shared seminar in ancient philosophy from 2011).

The School's status as a not-for-profit organisation in Greece has for many years followed from its charitable status in the UK. Greek property tax legislation in 2007 and 2010 affirmed our legal equivalence in status and purpose to the Archaeological Society of Athens. Clarification of our status in Greece now enables us to function as a Greek institution when applying for European grants, including participation in bilateral programmes between Greece and countries other than Britain.

The **Strategic Objectives** of the School from 2011-2015 are defined as follows:

1. IDEAS, INDIVIDUALS AND INTELLECTUAL RESOURCES

1. To conduct and promote research of international excellence as outlined in the Strategic Plan for Research (www.bsa.ac.uk, under *research*). The *CfA* will continue to conduct an open annual competition for the 6 archaeological fieldwork permits for which we are entitled to apply each year, and to monitor standards, outcomes, and training needs arising. The selection criteria (posted on www.bsa.ac.uk, under *services, permits*) align with those of Academy, AHRC and EHRC, with emphasis on UK benefit whether construed in educational, research, economic or public policy terms. The *CSAL* performs a similar role for non-archaeological projects, noting that the fewer legal constraints on the conduct of such projects in Greece imply a correspondingly greater role for a UK-based committee in drawing UK academic interests into the School. The research of School officers and fellows will be conducted in open competition for fieldwork permits and in most cases for funding, and will be monitored by the above committees and by the Fitch Laboratory Committee. Priority will be given to projects which have impact across a wide disciplinary and chronological range, and which develop or test innovative methodologies and/or create resources to sustain future research. The School will seek to promote research of all kinds which builds upon geographical and thematic connections between areas of traditional British interest to open innovative fields of enquiry. Particular attention is given to exploiting the unique resources of its Knossos research centre and Fitch Laboratory – the latter recognised world-wide as a leader in the continuing development of science-based archaeology 30 years after its foundation as the first such institute in the Mediterranean. The School will foster projects which bring UK institutions into partnership with their Greek and other European counterparts.

2. To provide research and training opportunities for outstanding scholars at all stages of their careers and across a broad range of disciplines. To sustain links with, and meet the changing research needs of, School members throughout their careers. To target resources to ensure that the resident School community reflects a wide spread of subject interests and career stages. To monitor applications, uptake and use of awards to ensure that equality of access and academic standards are maintained. In recognition of the economic importance of the HE sector to Britain, and of the leading role of Greece within the EU as a consumer of UK education, to assist the Embassy, the British Council, alumnus associations and colleagues in UK education to promote British higher education in Greece. In particular, to create an academic community that encourages Greek colleagues, especially those educated in the UK, to keep active and innovative research links and to hand down to their students a sense of association with Britain. To work with the Embassy and British Council to maximize the

impact of common educational/research interests and ensure the most effective exercise of the soft power of cultural engagement in its broadest sense (see e.g. the involvement of the Embassy in the 2011 *Borders of Europe* conference with the London School of Economics).

i) The School's doctoral and postdoctoral studentships are financed from "restricted funds": their current value will be maintained, and they will continue to be awarded via annual, open competition. Under current financial circumstances, increasing the number of studentships becomes a target for the next planning cycle (see below for revised planning for the Fitch Laboratory). Immediate priorities are to promote greater use of the study-abroad component of UK Research Council grants to support work in Greece, and to encourage Greek funding bodies to house overseas award holders in the School. We thus maximize the international character of our membership in furtherance of our mission to promote opportunities for UK researchers and foreign engagement with the UK via the soft power of academic networks.

ii) The School currently awards two short-term (3 month) bursaries annually. The Prince of Wales Bursary for the Arts continues to attract a healthy mixture of established artists and young talent: wider promotion of the role of the School in their careers is a priority. The Kollakis Art Studio in the Upper House (opened in December 2010, with an official launch early in 2011) provides the dedicated facilities necessary to sustain an expanded art programme in collaboration with UK art schools. An immediate priority is to implement the business plan for the studio from January 2011 based on leasing on the open market, and to raise funds for at least one studio-based award per annum. Celebration of the 10th anniversary of the Prince of Wales Bursary in 2011 (the 125th anniversary of the School) offers an important opportunity to secure this programme financially.

The doctoral and postdoctoral Fitch Bursary (originally just for bioarchaeology) is now open to all subjects within the remit of the Laboratory and attracts a greater diversity of applications. We note the value of the bursary as a component of PhD programmes.

iii) The School currently awards three 3-year postdoctoral fellowships. The Williams Fellowship in Ceramic Petrology is securely endowed and the quality of applications for the post high; no change is planned. The Leventis Fellowship in Hellenic Studies is funded until 2012, and it will be a priority to secure continued funding in 2011. The Fitch Laboratory Chemistry Fellowship is now frozen pending the installation and commissioning of the Laboratory's new WD-XRF equipment (overseen by the previous holder of the Fellowship as a temporary Research Fellow). This post now forms part of the revised staffing and business plan for the Laboratory noted below, and we note our success in obtaining short-term funding for a staff member to enable us immediately to establish and exploit the XRF analytical service (a unique resource in the Mediterranean) – a success which further confirms the international reputation of the Fitch Laboratory.

iv) The annual Visiting Fellowship was until 2009 the School's only award for academics in post: this deficiency has now been addressed to provide a better balance of support for academics throughout their careers. An annual Early Career Fellowship (a targeted application of interest on an unrestricted donation to enable scholars in first post to maximize the value of a period of research leave) was initially approved on a trial basis from 2009-2011, and has now been extended indefinitely. The Fitch Laboratory Senior Visiting Fellowship was established in 2009 using endowment income: while the benefits attached continue to be reviewed in the light of investment performance, the fellowship is now attracting a satisfactory field of applicants and will be continued indefinitely.

v) The School's research-related (endowed) funds are insufficient to support any single large project. Smaller amounts are therefore awarded in open competition with the following considerations: i) to maximize the success rate of large grant applications by offering support for effective pump-priming; ii) to lever large grants by establishing funding mosaics; iii) to support independent projects where the investment of relatively small amounts will produce research of high impact. No change is planned.

vi) Skills training. We continue to develop the programme established in 2009. The Courses and Teaching Subcommittee is responsible for all Quality Assurance matters at undergraduate and postgraduate level.

- The annual undergraduate course continues on the established model and at the maximum capacity of the hostel (32, as expanded in 2008): we will seek to maintain the level of student bursaries. In 2010, the ratio of applications to places was 2.5:1 (it is not logistically possible to mount a second course each year).
- Postgraduate provision now consists of one or two short courses per year (2-3 weeks' teaching with inducements to remain at the School for further research) delivered on a 2-3 year cycle and developed in consultation with the School's academic committees. These are targeted at university training budgets, and capitalise on the unique position and connections of the School in Greece to access primary material, bring together teaching expertise from Greek and UK institutions, and deliver training in subjects such as numismatics, epigraphy and materials analysis which are hard for UK-based institutions to sustain. This provision will be fully developed through 2011-15. Funding was secured in 2010 to build teaching infrastructure in the Fitch Laboratory (Bradford/McConnell Trust) and for student bursaries in epigraphy and archaeological science. We continue to pursue such funding opportunities, noting that bursaries on this scale represent an attractive investment for small, subject-specific charities, thus joining up and enhancing the effectiveness of

what might otherwise be scattered resources. An immediate aim is to persuade our fellow BASIS institutions to join us in advertising a common programme to encourage graduate mobility and broader regional research perspectives.

- The biennial teachers' course (co-sponsored by the Joint Association of Classical Teachers) will continue, with emphasis on support for those seeking to develop Classical subjects as adjuncts to their main disciplines. The Courses and Teaching Committee is currently reviewing the content and marketing of the course, and will ensure that programme content and support material fit closely with National Curriculum guidelines.
- The School will continue to create opportunities for internships, where possible tied formally to academic/professional development, building on our success in securing funding for SCONUL library internships, and hosting conservation internships at Knossos. We are, for example, currently exploring options for internships linked to MA programmes in the Digital Humanities at King's College London.

vii) The School will continue to build upon its diverse academic heritage in promoting an ever wider spectrum of research and seeking to reach a greater range of individuals and scholarly communities. The division of responsibilities between two senior academic committees, for Archaeology and for Society, Arts and Letters, has had the immediate effect of freeing time for the Committee for Archaeology to take a broader and more strategic view of the best use of the School's archaeological heritage (exemplified by new programmes on Knossos Kephala and Phylakopi). In the case of the Committee for Society, Arts and Letters, an unprecedented number and diversity of projects in history, literature and applied art have been approved for the current Strategic Plan, often involving scholars who had previously had little connection with the School. Many also draw on the School's archive. These two committees are charged by Council with oversight of the quality of School research. Each School committee is charged with advising the Council on equal opportunities provision within the area of its remit.

3 The School will support long-term scholarly infrastructural projects which create capacity for UK research. It will seek to ensure that the resulting resources are widely accessible and integrated into its long-term research projects, that they have the maximum impact worldwide, and that national and European standards and best practice are followed in the creation and maintenance of all resources, from physical collections to digital repositories. The School is already the designated repository of the records of fieldwork projects conducted under its permits, and from 2009 onwards has solicited further archival collections to complement its current holdings (for example in 19th century Greek history).

i) The School holds in Athens and Knossos a range of collections of international importance, from prints and drawings to botanical samples. In October 2009, the School purchased KE Software's EMu programme (see <http://www.kesoftware.com/emu-home.html>) to create a unified and cross-searchable digital catalogue of these collections, with a web interface to enable worldwide access for research and teaching. Following the initial upload of seven collections from the Fitch Laboratory, Knossos, Museum, and Archive (Byzantine Research Fund), we aim to upload all the School's holdings by 2015. In the case of the Archive, this will entail complete coverage at catalogue level, plus the digitization of collections of major international significance (such as the Byzantine Research Fund archive, the Noel family papers, the Coldstream archive, and the Finlay papers) for which external funding will be sought. An important feature of EMu is the role of the user community in its ongoing development: we participate in the European user group, with major partners including the Natural History Museum, Bristol and Manchester Museums, and continue to benefit from the sharing of experience, standards and data (see <http://www.kesoftware.com/clients/emu-clients/european.html> for a list of our European peers). As a medium term objective, we seek to move beyond this network to link our catalogues with other relevant UK museum and archival networks.

ii) The transfer of the School's Corporate records to Athens in 2009 coincided with a shift to digital archiving of new records, effecting considerable efficiency savings. We have now developed a 'digital from birth' strategy for all corporate papers, enabling automatic archiving, and this approach is also extended to new excavation and Laboratory projects. It is a medium-term objective to add the catalogue of the old paper corporate record. Public access to both digital and paper records will continue to require the permission of the Council.

iii) In November 2009, the School entered into partnership with the Deutsches Archäologisches Institut as a formal contributor with the Institute's departments worldwide to its *Zenon* database, which unites the departmental library catalogues with the analytical data previously provided in the *Dyabola* system to provide for a wide range of subject searches. The School's contribution includes the provision of its topographical index of site publications, thus ensuring worldwide reach for a previously restricted, paper exercise: entries from 2010 onwards have been purely digital, and it is a long-term aim to secure funding to convert the existing card catalogue. Use of a common toponym thesaurus with *Archaeology in Greece Online* is a step towards the medium-term aim of linking the two resources (see below).

iv) The work of the School relies upon a strong IT infrastructure. The BSA has installed dedicated servers for EMu and the Fitch Laboratory, and has a 3-year programme (to 2013) of re-cabling to optimize the School's network and secure capacity for our expanding online services. The installation of a new switchboard in 2010 resulted in large cost savings in

telephony and opened opportunities for the provision of services such as pre-pay telephony in the hostel once cabling is completed. The securing of an off-site data repository has been an objective raised with BASIS, but in the absence of a satisfactory and cost-effective solution, we are now exploring alternatives such as cloud computing. With the assistance of colleagues in the ASCSA, we are closely monitoring the contracts now being established with Google by North American universities which address issues of concern to us also (such as data mining). Should cost-effective agreements which protect intellectual property and rights be established and prove effective, we will work via the British School at Athens Foundation in the USA to secure these benefits for the School.

4 The BSA Library, with over 65,000 volumes, is one of the largest supported by the British Academy, and has the largest reader:staff ratio (ca.325:1, a situation eased only marginally by the help of a volunteer research assistant). There is no prospect of an additional post within the period of this plan (indeed, we currently seek an endowment for the Librarian's post): experienced voluntary assistance will continue to be obtained, where possible from library trainees. A close informal relationship is maintained with specialist subject and university libraries in the UK to ensure continuing discussion and implementation of best practice. The library operates in close co-operation with its peers in Athens, and maintains a mutually agreed acquisitions policy with the American School of Classical Studies. We continue to pursue donations in areas of strategic interest. The Aleph 500 catalogue system is installed, and work to optimise it continues. The library will continue to acquire the digital resources which enhance its utility especially to remote users, but since Greek publishing remains almost entirely print-based, pressures on physical space remain. The opening of the Anastasia Kollakis Wing in 2008 provided capacity for expansion until 2018: fundraising for the next building phase (for which plans have been prepared) must begin by 2015.

5 Building on its broad research tradition and the resources and international reputation of the Fitch Laboratory, the School will capitalize on its ability to create and support multi- and inter-disciplinary research that links the humanities and the social sciences; and in addition links both with humanities and the natural sciences. The Fitch's focus on sustained project work will continue, further developing its engagement with projects such as the Kythera Island Project and the Ionian Islands Project, which integrate science, archaeology and historical/archival research, and with research into plant domestication and exploitation which integrates bioarchaeology, UK-based DNA research, and anthropology. The present Director has been appointed to a lectureship in the University of Crete (Rethymnon), but will not take up the post until 2012 at the earliest, depending on when government funds are released. Her successor will bring their own research projects to the Laboratory. In the meantime, we focus on completing research projects and on the revision of staffing and business plans essential to secure the future of the Laboratory, emphasizing the following points.

The Fitch's capacity for analysis of archaeomaterials was extended with the opening of the new (externally funded) WD XRF unit in December 2010. This is the only dedicated facility for high precision chemical analysis of inorganic archaeological materials in the Mediterranean, and provides a particularly important opportunity for strengthening collaborations with Greek-based researchers and institutions, and attracting visiting researchers and external funding. Within the Laboratory, reconfiguration of space undertaken in autumn 2010 groups activities efficiently and provides more space for fellows and visiting researchers. The business plan for the new facility includes substantial project funding already secured for the first three years of operation; it is intended to run the WD XRF unit commercially for one day per week to rebuild the equipment replacement fund (or temporarily to support the chemistry fellowship if necessary).

A review of staffing was undertaken in 2010. The Directorship may henceforth be a permanent position or taken on secondment. We aim to secure external funding to expand the current fellowship, with a mixture of 1- and 3-year fellowships and emphasis upon establishing a centre of excellence in archaeological chemistry to complement petrography and to help to build the discipline in the UK. To this end, we will apply for a Marie Curie training grant in 2011, in consultation with colleagues in the UK and with European partners from Greece, Austria and France.

6. At Knossos, the present curator is due to retire in 2012. The Crete Committee is currently conducting a consultation exercise for report in 2011, to advise on the best shape of a post to ensure effective support for research at minimal cost.

2 INTERNATIONAL ENGAGEMENT

The promotion of British research and the establishment and support of British partnerships overseas are central to the School's activities.

1. The School exists to create opportunities for UK researchers overseas. It does so by:
 - i) making permit applications;
 - ii) providing technical services and expert advice;
 - iii) providing a neutral space for meetings and debate;
 - iv) sustaining a scholarly community within which academics of different backgrounds, ages and interests engage with each other;
 - v) through its teaching and fellowship/bursary programme, providing opportunities for familiarisation with the Greek cultural landscape, and practical training in a wide range of subjects. The existence of an institutional base, and especially a major research library, adds value by facilitating long-term engagement e.g. via the development of personal,

often cross-generational, connections, the potential to develop projects over long timespans and revisit subjects at intervals, and engagement in the growth of new subjects areas and disciplines (a continuing achievement of the Fitch Laboratory). The library also plays a significant role in supporting Greek students enrolled in UK institutions during periods of study in Greece (e.g. while conducting fieldwork or during university vacations): it thus serves as an extension of UK university facilities, and plays a vital role in sustaining long-term relationships between UK HEIs and the Greek academic community.

2. The Centenary Bursary programme attracts outstanding Greek talent to the UK and is for many a first opportunity to work closely with British colleagues. It will be sustained at the present level, with the long-term aim of expansion within the period of the next Corporate Plan.

3. The School will continue to exploit opportunities presented by changes in the European research landscape. Recognizing that many major infrastructural projects are most effectively created and sustained via international co-operation, the School will further develop collaborations established in 2009 with its French and German counterparts for *Archaeology in Greece Online* and *Zenon*. *Archaeology in Greece Online* will be linked to the Italian-based *Fasti Archeologici* database. The role of the Fitch as a Mediterranean centre of excellence will continue to be exploited in developing international projects and attracting international research and training funding, especially where this presents opportunities for international funding not otherwise accessible to British researchers (e.g. Greek-Turkish bilateral programmes).

4. The School will pursue research projects which facilitate dialogue and understanding across cultural and national boundaries. Its historical connections in Italy, the Balkans, Ionia, and Cyprus, have produced significant archival and library resources and serve as a basis for broad-based comparative research, with the potential for collaboration with other BASIS institutions. The *CSAL* is charged with developing such research: examples include the December 2010 conference *Health and Society: private and public medical traditions in Greece and the Balkans (1453-1920)*, the 2011 conference *Changing conceptions of Europe*, and the collaborative conferences in 2013 with the British School at Rome on ports in the Adriatic, and in 2014 with the Council for British Research in the Levant on *Greece, the Levant and Britain 1815-1947*.

3 Communications and Advocacy

1. The BSA remains a **diplomatic institution** in the widest sense. It represents British academic interests overseas and enhances the international visibility of UK research.

i) The School will continue to **expand the ways in which it communicates the results of its research to the academic community** and the wider public. It will continue to host the current seminar series in the Upper House and the Fitch, plus a number of conferences as outlined in the Strategic Plan for Research. In 2008 the Athens open meeting moved to a larger venue outside the School and a second meeting is now held in Thessaloniki; we will continue to work to reach as wide a sector of the Greek community as possible. In the UK, a second open lecture will be held at ca. 2 year intervals (the 2011 lecture will be held in Glasgow). From 2010, the London AGM has been separated from the annual lectures and the latter advertised to the wider public. From 2009-10, annual lectures have been established in Athens to focus on the work of the Archive and the Fitch Laboratory, and in Knossos, a summer lecture has been instituted. The creation of teaching resources for secondary schools based on BSA collections and archival material is a medium term aim, building on the successful collaboration with the public gallery in Psychiko, the Benaki Museum and the Byzantine and Christian Museum in October 2009. The exhibitions planned for the period until 2015 are all collaborations with Greek and British institutions (including the Byzantine and Christian Museum in Athens and the Art Workers' Guild in London), demonstrating the significance of BSA collections and scholarship in their wider context.

ii) The provision within EMu for the **presentation of multimedia resources** allows the School to broadcast its lectures and other events to a wider public, in part as resources for teaching. The first wholly podcast conference was the December 2010 'Balkan medicine' conference, which was also published on the www.pulse-project.org website. The School's website now has full RSS coverage by section: as part of our ongoing work to create personalized facilities for access to the School's resources, we will look to increase facilities for users to customize their RSS feeds.

2. The BSA will continue its long tradition of producing **publications that communicate new research and perspectives**.

i) From 2011, the School's *Annual* will be published by CUP, with online pre-publication, accompanying e-publication especially of illustrative material, and immediate e-archiving by CUP to complement our continuing JStor agreement with a 3 year rolling-wall. The School's established *BSA Studies* and *BSA Supplements* series are now available via JStor with a 3 year rolling wall. In 2010, the School instituted a review of its monograph series, establishing a

working party to address the questions of effective academic prioritization of publications (within our own series and ensuring effective engagements with leading series elsewhere), cost effective publication and the potential advantages of external contracts, and the establishment of effective benchmarks of academic quality. It is intended that this working party will report in June 2011 for immediate action thereafter.

ii) In collaboration with the **École française d'Athènes**, the BSA developed the freely-available online database *Chronique des fouilles/Archaeology in Greece Online* in 2009. Editorial responsibility is shared between the two Schools, with work divided by region. While a print version of *Archaeology in Greece* will continue to be produced in collaboration with the Society for the Promotion of Hellenic Studies, from 2011 this will take the form of a synthetic account compiled in the UK rather than at the BSA, and designed to be more widely accessible to non-specialists (thus complementing the full and detailed online publication which remains the responsibility of the BSA Director).

iii) The School has in place a strategy to eliminate such of its publication backlog as is assigned to living authors by 2013 (with the majority through by 2011), and to reassign unpublished material thereafter. The Committee for Archaeology has in place robust policies to ensure that projects are assigned to individuals with suitable experience, sound records of publication, and in stable employment for the appropriate period: these are closely aligned with the requirement of the major UK funding bodies. Most major projects also fall within the remit of the area subcommittees which exploit regional expertise to comment on the development of projects.

iv) The School will seek to increase the visibility of its staff research by targeting publications on high-impact journals: publication plans now form part of the discussion of personal development considered as part of staff appraisal.

3. The School plays an **important role of advocacy** in asserting the value of research in the humanities and social sciences to Britain and Greece. It assists HM Ambassador and the staff of the British Embassy as requested with cultural and educational matters, and collaborates closely with the British Council. It works closely, e.g. by co-hosting debates and lectures, with a number of the larger UK university alumnus organizations (including Oxford and Cambridge, and the LSE) to ensure the continuing engagement of Greek graduates of British institutions with UK research and academic institutions. In the UK, School members collectively represent the single most important source of expertise on matters concerning Greece and the wider Mediterranean. The School has a strong understanding of the wider role of its research both at major tourist destinations (e.g. Knossos), and in locations with developing tourist potential (e.g. at the underwater settlement of Pavlopetri off the S.E. coast of the Peloponnese).

4. Since 2008, the School has worked to create a **more prominent, identifiable and accessible image** notably via the restyling of its Annual Report (2008) and the redesign of its website (2009). The 125th anniversary in 2011 presents an opportunity to further these changes, with a wider range of popular articles and lectures, and the restyling of the front page of the website to focus on the School's history of achievement.

4 STAFF

1. The School has a very small staff (substantially smaller than its French and German counterparts whose programmes are similar in scale). All are required to work flexibly, and frequently for very long hours. It is therefore important that the School as an institution works to strengthen the opportunities and structures by which staff can contribute their expertise to its intellectual life, and to ensure that staff are properly supported in their career development.

i) An important factor in the School's continuing **links with the UK-based research community** is the impressive record of former staff, fellows and students in securing academic posts. The School bears an important responsibility for the career development of its younger staff and fellows, and for ensuring that their academic activities reach a wide audience. For staff, needs are identified via the appraisal process, and for fellows, via their annual reviews.

ii) The School recognises the importance of **continuing professional development and skills training** for its long-term and mid-career staff. Although only limited funds are available, we aim to continue our success in finding resources to meet needs identified in annual appraisal and to take advantage of opportunities as may from time to time arise (for example, enabling the Librarian and Archivist to attend professional meetings in London).

5 MANAGEMENT

1 Premises: The School in Athens owns premises on land given by the Greek State and is exempt from land and property tax. These premises cannot be sold or rented without the consent of the Greek government. In Knossos, it enjoys free access to the Taverna which is the property of the Greek State. The School's premises in Greece therefore represent a major asset to the UK taxpayer. However, the maintenance of 19th and early 20th century listed buildings presents major financial and practical challenges. Both the Knossos Taverna and the School hostel are in good structural and decorative order following recent works. However, the Upper House requires repairs within 2-3 years to cure rotting exterior woodwork and deterioration to plaster and stonework. An initiative to create a circle of donors for this work is in hand. Significant costs could be saved by implementing energy efficiency

measures recommended in a specialist survey commissioned in 2007 (the costs of which were then predicted to be recoverable within 10 years). Under current economic circumstances, it has not yet proved possible to fund the necessary work, but we continue to seek external funding.

i) Following the conversion of basement space to create a library extension in 2007-8, and the Upper House attic into an art studio in 2010, **all the Athens buildings are now used for appropriate purpose**. Only the Upper House basement requires remedial work before it can be used to the full for storage. While respecting the educational purpose of the original land grant, we have taken steps to attract appropriate outside concerns to use the premises (using the services of the Anglo-Hellenic Chamber of Commerce, and the advertising agencies on whose books we now are), and will seek to increase this income.

ii) Museum storage. Issues of storage are increasingly pressing in all the School's areas of long-term archaeological interest. Funding is in place for the new provision required in Sparta within 2011, and steps will now be taken to further this. An urgent review is being made at Lefkandi. At Knossos, where further excavation is planned in the short term and the Stratigraphical Museum has only limited space left, plans for supplementary facilities have been drawn up, and work is now being undertaken to consolidate storage. Necessary costs for additional off-site storage must now be written into new project funding applications.

2 **Finance:** The economic climate in the period to 2015 will undoubtedly remain challenging. Significant cost savings, primarily addressed to remedying the recurring deficit created by the strength of the Euro, were achieved in 2010-11 through administrative restructuring in Athens and London and general budget cuts in Athens and Knossos. Internal budget controls are robust, and sustainable cost savings will continue to be pursued wherever they can be made. However, further cuts will directly affect the School's research activities and compromise its ability to spend its endowed funds. Fundraising therefore continues to be a high priority. The performance of the School's investments has been above average to date: these funds will remain in the control of the Investment Committee.

i) Following the closure of the Appeal office in Athens, **fundraising** in both the UK and Greece is led on a voluntary basis by the Chair of the Fundraising Committee, with the assistance of the Director and Chairman, and the active involvement of HM Ambassador. A series of fundraising lectures in London continues, raising £2-3,000 on each occasion, and the use of the School's premises for occasional external events and by advertising agencies yields €2-5,000 each time, depending on the nature of use. Occasional general appeals will be mounted via the website (notably in relation to the 125th anniversary): online donations via the Justgiving website have proved a cost-effective way of recovering GiftAid. The Friends of the BSA continue to support specific aspects of the School's activities, and plan a major fundraising drive in 2011 with a sponsored walk in Crete. The 125th anniversary in 2011 will serve as an opportunity to raise the School's profile ahead of a sustained capital campaign:

this will rest on analysis of the BSA community currently being pursued for the Fundraising Committee by Gordon Davies.

ii) Full economic **costing exercises are regularly undertaken** for the Hostel, Knossos and the Fitch Laboratory. Historically, income from the Hostel and Knossos covers board and lodging, membership fees cover the costs of the Finlay common room, and subscriptions the costs of the Annual Report and the Annual General Meeting. Publications should make a profit. This overall structure is under review. Other fees – such as those charged for fieldwork – are reviewed in relation to the estimated cost of the relevant administration.

iii) The School, and especially the Fitch Laboratory and the Archive, have proved successful in attracting external research income. For archaeological projects, we intend to keep the ratio of income from our investment to external income at or above 5%. Annual figures are detailed in the School's published accounts and reports to the British Academy. Service work already undertaken by the Fitch at full economic rates, notably in the preparation of thin sections for petrographical analysis, will be extended to the chemical analysis of archaeological samples when our new WD XRF equipment is fully operational. The School recovers full economic costs wherever possible from project grants, but it recognizes that this is not always possible either because funding bodies do not support it or because grant income comes via UK HEIs and has therefore already been topsliced. The Laboratory's newly purchased capital analytical and teaching equipment, and the newly-formed teaching collection of thin sections, have been acquired with external funding. The Knossos curatorial project is entirely externally funded.

iv) Further development of e-payment via the website is an immediate priority.

v) The Finance and General Purposes Committee will, through 2011, explore the advantages, practicalities and costs to the School of pursuing legal incorporation as a company limited by guarantee.