



**ANNEXE A: TERMS OF REFERENCE OF THE COMMITTEES FOR ARCHAEOLOGY, FOR SOCIETY, ARTS AND LETTERS, FOR FINANCE AND GENERAL PURPOSES, AND FOR GOVERNANCE, AND OF THE SEARCH COMMITTEE.**

In accordance with Statute 26, the following terms of reference for the statutory Committees were approved by Council in June 2009. In addition, terms of reference are appended for the Subcommittees which report to them, as established by Council.

All Committee and Subcommittee members are appointed by Council for a term of four years unless otherwise stipulated. Committee membership will be reported on the School’s website. Vacant positions will be advertised (normally on the School website), inviting nominations to be received by the Chair in question, who shall then forward the full list of candidates to Council together with such guidance as may aid its deliberations. There should normally be an interval of at least 12 months between periods of service. In exceptional circumstances (for example, when distinctive skills are particularly required), Council may appoint individuals for two consecutive terms: an interval of at least two years should then elapse before any further nomination is made.

**COMMITTEE FOR ARCHAEOLOGY**

The Committee for Archaeology has oversight of all archaeological activity in Greece conducted under School permits and/or using School material and collections, from the point of initial proposal to publication and the subsequent deposition of project archives. Within the area of its remit, it ensures that the School is able to fulfil its requirement of accountability to the Hellenic Republic, and that the School’s fieldwork meets the highest national and international standards.

Membership: Chair (a senior academic with fieldwork experience but not normally the holder of a current School fieldwork permit): normally up to four further archaeologists; one external peer (not

normally active in Greece); *ex officio* Chair of Council and Director. The Committee may at any time co-opt additional expert advisors.

Functions:

- 1) Current and forward planning of the School's fieldwork programme.
  - a. To decide which requests for archaeological fieldwork permits should be made annually by the School to the Greek Ministry of Culture;
  - b. To allocate funds in support of fieldwork and study;
  - c. To take a strategic overview of the work of the Fitch Laboratory. To receive the reports of the Fitch Laboratory Subcommittee, and to liaise with that Subcommittee to ensure that Laboratory facilities and research are fully integrated into the School's fieldwork activities.
- 2) To ensure that School fieldwork is undertaken to the highest standards. To that end:
  - a. To assess the skills of fieldwork applicants, and advise on training and support as appropriate;
  - b. To monitor effective management of projects and to receive annual reports and accounts.
- 3) To take a strategic overview of the management of the School's long term projects and areas of interest.
  - a. To maintain an overview of the history and nature of School activity across Greece and to determine priorities to maintain and develop long term interests;
  - b. To establish dedicated Area Subcommittees as appropriate (*currently Crete, Lefkandi, and Sparta and Laconia*); to receive their reports and forward plans, and to facilitate implementation of their recommendations consistent with School strategy;
  - c. To ensure that the School engages in constructive national and international collaborations.
- 4) To ensure that the results of School projects are effectively disseminated:
  - a. To liaise with project directors and the Publications Subcommittee to ensure timely publication of School projects;
  - b. To assist the Publications Subcommittee in maintaining a publications strategy appropriate to School needs;
  - c. To reassign unpublished material as appropriate;
  - d. To implement the School's policy on intellectual property; to receive from the Archivist an annual report on permit applications to reproduce/study archival holdings within the area of the Committee's remit.
- 5) To promote awareness of all archaeological activities conducted by the School and its members:
  - a. To advise the Director on the School's programme of meetings and conferences and promote awareness of the BSA as a centre for such events;
  - b. To advise the Director and Archivist on aspects of Archive development and policy.
- 6) To sustain and develop the School's role as a provider of archaeological training:
  - a. To liaise with the Courses and Teaching Subcommittee to ensure that the range of opportunities offered meets UK needs and standards.
  - b. In collaboration with the Committee for Society, Arts and Letters, to award School Studentships and Bursaries (*currently delegated to the Studentships Subcommittee*) and to receive student reports. To monitor the representation of subjects within the Committee's remit within open School awards.
- 7) To take responsibility for the development of archaeological policy as requested by the Council, and to ensure that School strategy is effectively implemented in the area of the Committee's remit:

- a. To advise the Director on archaeological aspects of the annual BASIS submission;
  - b. To advise the Council on equal opportunities provision within the area of the Committee's remit;
  - c. To provide Council with such assistance as it may from time to time require.
- 8) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Committee for Archaeology reports to the Council*

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### COMMITTEE FOR SOCIETY, ARTS AND LETTERS

The Committee for Society, Arts and Letters has oversight of all non-archaeological projects conducted in whole or part via the School: its remit thus covers, *inter alia*, the fine and applied arts, anthropology, the social sciences, history, literature and linguistics. Within the area of its remit, it ensures that work conducted by and through the School meets the highest national and international standards.

Membership: Chair: normally up to five further members (appointed with the aim of ensuring representation from a wide range of the disciplines covered by the Committee's remit); *ex officio* Chair of Council and Director. The Committee may at any time co-opt additional expert advisors.

Functions:

- 1) Planning of the School's research programme so as to ensure the quality and diversity of research in the fields within the Committee's remit:
  - a. To evaluate and approve (and as appropriate solicit) proposals for projects involving the School, and to determine priorities in research. To co-ordinate the development of project proposals between UK and Athens;
  - b. To ensure that the School engages in constructive national and international collaborations;
  - c. To advise on funding and the preparation of grant applications;
  - d. To ensure variety and balance in the activities undertaken by the School.
  
- 2) To ensure that School research is undertaken to the highest standards:
  - a. To monitor effective management of projects and to receive annual reports and accounts.
  
- 3) To take a strategic overview of the management of the School's projects and areas of interest:
  - a. To maintain an overview of the history and nature of School activity across Greece and to determine priorities to maintain and develop long term interests;
  - b. To ensure that the results of School projects are effectively disseminated;
  - c. To liaise with project directors and the Publications Subcommittee in order to ensure timely publication of School projects;
  - d. To assist the Publications Subcommittee in maintaining a publications strategy appropriate to School needs;
  - e. To promote wide and effective use of the School Archive. To implement the School's policy on intellectual property; to receive from the Archivist an annual report on permit applications to reproduce/study archival holdings within the area of the Committee's remit
  
- 4) To promote awareness of all non-archaeological activities conducted by the School and its members:
  - a. To advise the Director on the School's programme of meetings and conferences and promote awareness of the BSA as a centre for such events;
  - c. To advise the Director and Archivist on aspects of Archive development and policy.

- 6) To sustain and develop the School's role as a provider of training and research opportunities:
  - a. To liaise with the Courses and Teaching Subcommittee to ensure that the range of opportunities offered meets UK needs and standards;
  - b. In collaboration with the Committee for Archaeology, to award School Studentships and Bursaries (*this function is currently delegated to the Studentships Subcommittee*) and to receive student reports. To monitor the representation of subjects within the Committee's remit within open School awards;
  - b. To oversee appointments to designated studentships and fellowships within the area of remit (*currently, The Prince of Wales Bursary for the Arts*), and to receive student reports (*appointment to The Prince of Wales Bursary for the Arts is currently delegated to a dedicated subcommittee*),
  
- 7) To take responsibility for the development of policy as requested by the Trustees, and to ensure that School strategy is effectively implemented in the area of the Committee's remit.
  - a. To advise the Director on non-archaeological aspects of the annual BASIS submission.
  - b. To advise the Trustees on equal opportunities provision within the area of the Committee's remit.
  - c. To provide Council with such assistance as it may from time to time require.
  
- 8) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Committee for Society, Arts and Letters reports to the Council*

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## **FINANCE AND GENERAL PURPOSES COMMITTEE**

The Finance and General Purposes Committee is responsible for the management of the School's financial and other assets, and has oversight of the School's accounts, estates, and personnel matters.

**Membership:** Chair: normally up to five further members; *ex officio* Chair of Council, Treasurer, and Director. The Committee may at any time co-opt additional expert advisors.

**Functions:**

- 1) To manage the School's finances:
  - a. To approve annual budgets and monitor their implementation;
  - b. To oversee the School's investments (*this function is currently delegated to the Investment Subcommittee, the chair of which shall be a member of the Finance and General Purposes Committee*);
  - c) To advise Council on the financial aspects of the bid to BASIS, and to scrutinize the text before submission.
  
- 2) To plan and direct fundraising activities (*this function is currently delegated to the Fundraising Subcommittee, the chair of which shall be a member of the Finance and General Purposes Committee*).
  
- 3) To oversee the School's estate.
  - a. To receive annual reports on the condition of the School's estates and on works planned and undertaken;
  - b. As directed by the Council, to oversee new projects and delegate executive functions (i.e. the appointment of project managers and major contractors, the approval of design etc.).
  
- 4) To manage the School's other assets:

- a. To formulate policy on intellectual property (as appropriate in consultation with the Committees for Archaeology and for Society, Arts and Letters, and the Publications Subcommittee) and monitor its implementation;
  - b. To discuss annually a risk assessment submitted by the Director.
- 5) To oversee personnel matters. The Committee may at its discretion delegate any matter to the Personnel Subcommittee, the chair of which shall be appointed from the Finance and General Purposes Committee.
- 6) To advise Council on any questions of extraordinary remuneration (e.g. of non-executive officers) which may from time to time arise. The advice of the Search Committee may be sought as appropriate.
- 6) To provide Council with such assistance as it may from time to time require.
- 5) To advise the Council on equal opportunities provision within the area of the Committee's remit.

*The Finance and General Purposes Committee reports to the Council*

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**GOVERNANCE COMMITTEE**

The 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).

Membership: Chair; at least two members (normally with charity experience at a senior level); *ex officio* Director and Chair of Council. The Committee may at any time co-opt additional expert advisors.

Functions:

- 1) On the instruction of the Council, to conduct periodic reviews of governance in accordance with the requirements and guidelines of the Charity Commission.
- 2) To provide such advice on governance matters as the Council may from time to time require.

*The Governance Committee reports to the Council*

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**SEARCH COMMITTEE**

The Search Committee has oversight of the composition of the Council, with the specific requirement to ensure that the Council is equipped to exercise critical scrutiny of all areas of the School's operations. It presents nominations from which the Council may then elect members.

Membership: Chair (normally a Vice-President or individual of similar standing); normally three further members. One member shall be selected from among the six members of Council elected by subscribers or members. Attention should be given to ensuring a range of age and experience among the Committee. The Committee may at any time co-opt additional expert advisors.

Functions:

- 1) To consider the composition of the Council on each occasion that a vacancy for a nominated member occurs, and to put forward names for consideration which ensure that the Council will retain the necessary range of skills and interests.
- 2) To identify potential Council members by all appropriate means (confidential recommendation, self-nomination, targeted search etc.).
- 3) To assist the Council in identifying candidates for senior non-executive offices (including the Chair of Council and the Vice-Presidential member of Council) and, as required, to advise the Finance and General Purposes Committee on the appropriate remuneration of non-executive officers.
- 4) To scrutinize potential nominees for Council and for senior non-executive offices according to Charity Commission recommendations to ensure their fitness to serve;
- 5) To conduct and monitor the nomination process to ensure equality of opportunity, and to report to the Council on this issue.
- 6) To provide the Council with such advice as it may from time to time require.

*The Search Committee reports to the Council*

## SUBCOMMITTEES OF COUNCIL

### FITCH LABORATORY SUBCOMMITTEE

The Fitch Laboratory Subcommittee maintains a strategic overview of the scientific, personnel and financial management of the Fitch Laboratory. It provides a point of liaison between the Fitch Laboratory Director and the UK scientific community, and advises him/her on any matters concerning the laboratory which may from time to time arise.

Membership: Chair: normally up to six further members (appointed so as to ensure representation of the scientific areas relevant to the Laboratory); *ex officio* Fitch Laboratory Director. The School Director shall be invited to attend meetings. The Committee may at any time co-opt additional expert advisors.

Functions:

- 1) To take a strategic overview of the scientific work of the Laboratory:
  - a. To maintain a rolling 5-year plan of research and publication which shall be forwarded to the Committee for Archaeology;
  - b. To approve new projects, paying regard to their academic quality, their relation to Laboratory strategy, effective use of Laboratory resources, and the range and balance of projects undertaken in the Laboratory;
  - c. To ensure that the Laboratory engages in national and international collaborations of outstanding academic merit;
  - d. To receive annual progress reports via the Laboratory Director;
  - e. To provide the Laboratory Director with such advice on scientific matters and Laboratory facilities and policy as s/he may from time to time require.
- 2) To appoint Laboratory staff:
  - a. To oversee the appointment of the Laboratory Director;
  - b. To appoint Fellows;
  - c. To approve recommendations for honorary or visiting positions in the Laboratory forwarded by the Laboratory Director.
- 3) To oversee the financial management of the Laboratory:
  - a. To scrutinise annual accounts and recommend their approval to the Finance and General Purposes Committee.
- 4) To ensure that the results of Laboratory research are effectively disseminated:
  - a. To liaise with project directors, the Committee for Archaeology and the Publications Subcommittee to ensure timely publication of Laboratory projects;
  - b. To assist the Publications Subcommittee in maintaining a publications strategy which takes account of Laboratory needs.
- 5) To promote awareness of the facilities and activities of the Laboratory and its members.
- 6) To liaise with the Courses and Teaching Subcommittee to ensure that appropriate training opportunities are created.
- 7) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.
- 8) To ensure that School strategy, as determined by Council and the Committee for Archaeology, is effectively implemented in the area of remit.

*The Fitch Laboratory Committee reports to the Committee for Archaeology*

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## **CRETE SUBCOMMITTEE**

The primary responsibility of the Crete Committee is to draw on the experience of those using the Knossos facilities in order to co-ordinate plans for research at Knossos and to advise on the maintenance and development of the facilities. Its secondary responsibility is to take a strategic overview of the School's wider activities on Crete as a whole. The Crete Subcommittee disperses restricted and endowment funds within its remit.

Membership: Chair: normally up to five additional members, the majority of whom shall be regular users of the Knossos facilities; *ex officio* the Director, the Knossos Curator.

Functions:

- 1) To review the direction and progress of research on Crete, with particular reference to Knossos:
  - a. To receive project reports;
  - b. To formulate and forward to the Committee for Archaeology a 5-year rolling plan for research and publication on Crete, with particular reference to Knossos;
  - c. To ensure the timely publication of research by monitoring progress reports, and to recommend reallocation of material to the Committee for Archaeology as appropriate;
  - d. To consider and recommend to the Committee for Archaeology plans for conferences or other such activities on or related to Crete.
- 2) To allocate the Knossos Donated Fund and Knossos Research Fund.
- 3) To receive reports from the Knossos Curator and forward recommendations as required.
- 4) To provide a user-perspective on the condition and development of the Knossos facilities and estate, and advise as appropriate.
- 5) To promote awareness of the School's research and facilities at Knossos.
- 6) To provide advice to the officers of the School on any matters concerning Knossos which may from time to time arise.
- 7) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Crete Subcommittee reports to the Committee for Archaeology*

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## **AREA SUBCOMMITTEES**

*(current Area Subcommittees cover Sparta and Lakonia and Lefkandi)*

Subcommittees within this category are established by the Committee for Archaeology to serve as 'user groups', assembling those active on sites or in areas of long-term importance to the School's research.

They provide continuity of experience, and help to ensure the effective planning, conduct and publication of research.

Membership: Chair: all project directors in the area of remit: normally up to three other active researchers in the area. The Director shall be invited to attend meetings.

Functions:

- 1) To take a strategic overview of the direction and progress of research in the area of remit.
  - a. To forward to the Committee for Archaeology a rolling 5-year plan for research and publication in the area of remit;
  - b. To receive and scrutinise project reports;
  - c. To ensure the timely publication of research by monitoring progress reports, and to recommend reallocation of material to the Committee for Archaeology as appropriate;
  - d. To consider and recommend to the Committee for Archaeology plans for conferences or other such activities related to the area of remit.
- 2) To provide a user-perspective on the condition and development of any facilities maintained by the School in the area of remit, and advise as appropriate.
- 3) To promote awareness of the School's research in the area of remit.
- 4) To provide advice to the officers of the School on any matters concerning the area of remit which may from time to time arise.
- 5) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Area Subcommittees report to the Committee for Archaeology*

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### **PUBLICATIONS SUBCOMMITTEE**

The Publications Subcommittee has oversight of all of the School's publications, from the point of approval of proposals to sales and marketing.

Membership: Chair; UK editor of the Annual; editor of supplementary and monograph series; publications assistant; normally up to two further members; *ex officio* Treasurer, Director, IT Officer.

Functions:

- 1) To determine the School's publication policy, where appropriate in consultation with the editorial and advisory boards, and to implement any decisions of Council with regard to publications. To review that policy regularly in consultation with the Committees for Archaeology, for Society, Arts and Letters, and the Fitch Laboratory Subcommittee, to ensure that it continues to serve the needs of the School and its members.
- 2) To produce the BSA *Annual*:
  - a. To appoint the UK editor and the editorial board;
  - b. To receive progress reports on the preparation and production of each issue, and a final account upon publication;
  - c. To have oversight of distribution and marketing, including agreements for shared access (e.g. JSTOR).
- 3) To produce the School's monograph series, accounts of fieldwork in Greece, and other volumes as appropriate (including electronic publications) in accordance with Statute 40:
  - a. To appoint the series editor and advisory board;
  - b. To receive and approve volume proposals upon the advice of external advisors;

- c. To receive progress reports on the preparation and production of each volume;
  - d. To determine forward publication schedules, with attention to the requirement that School projects be published in a timely fashion.
- 4) To ensure that any other publications which may from time to time be produced in the name of the School but outside the regular series meet appropriate standards in their content and production.
  - 5) To review the composition of the editorial and advisory boards annually, to make any necessary changes, and to report upon these actions to the Committees for Archaeology, for Society, Arts and Letters.
  - 6) To support the School's officers in the production of the *Annual Report* and such other material as may from time to time be required by the Council.
  - 7) To establish financial objectives for the School's overall publication activity, and to set and monitor budgets for individual volumes accordingly. To submit accounts to the Finance and General Purposes Committee, and to prepare budgets and forecasts for the annual bid to BASIS.
  - 8) To promote School publications.
  - 9) To assist the Finance and General Purposes Committee in effective management of the School's intellectual property;
    - a. To review reproduction charges and receipts annually upon the advice of the Archivist, and to advise the Finance and General Purposes Committee accordingly;
    - b. To consider requests for reproduction permits related to the School's publications, according to School policy and as appropriate in consultation with the Committees for Archaeology and for Society, Arts and Letters; to advise the Finance and General Purposes Committee of any issues of policy arising.
  - 10) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Publications Subcommittee reports to the Committee for Archaeology and to the Committee for Society, Arts and Letters*

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## **COURSES AND TEACHING SUBCOMMITTEE**

The Courses and Teaching Subcommittee has strategic oversight of the School's teaching activities with reference to scope, quality, market and uptake. It is responsible for all Quality Assurance matters.

**Membership:** Chair: a teacher in a relevant discipline (appointed in consultation with the Joint Association of Classical Teachers); normally up to three further members (at least one of whom must have experience of Quality Assurance in higher education); *ex officio* the Director, the Assistant Director.

**Functions:**

- 1) To establish the aims and objectives of the School's teaching programme in accordance with wider School strategy: in consultation with the Director, to determine annual priorities for delivery:
  - a. To validate course proposals;
  - b. To approve the appointment of course teachers;
  - c. To address all Quality Assurance matters to ensure that, as appropriate, courses are compatible with UK degree structures;

- d. To ensure that course provision meets the needs of the UK market; to maintain dialogue with the relevant UK bodies at secondary and tertiary level; to ensure that School staff are fully aware of relevant developments in UK requirements and funding;
  - e. To ensure that School courses are widely advertised to all potential clients.
- 2) To oversee course delivery and finance:
    - a. To receive reports from course teachers and students;
    - b. To receive accounts following each programme and monitor costs and fee levels;
    - c. To monitor equal opportunities standards for access, enrolment and completion.
  - 3) To approve the allocation of scholarships and bursaries on the recommendation of course directors and the Director.
  - 4) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Courses and Teaching Subcommittee reports to the Committee for Archaeology and to the Committee for Society, Arts and Letters.*

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### **STUDENTSHIPS SUBCOMMITTEE**

The Studentships Subcommittee is charged by the Committee for Archaeology and the Committee for Society, Arts and Letters with the allocation of School funds for studentships and certain restricted research funds mostly connected with fieldwork. It has oversight of the process from advertisement to collection and analysis of statistics on award histories.

Membership: Chair: one senior and one junior academic, both with recent experience of the School in Athens; *ex officio* Director.

Functions:

- 1) To oversee the appointment of School students (advertising, interview, and appointment).
- 2) To oversee the annual competition for research funds as determined by the Council (*currently The Elizabeth Catling Memorial Fund for Archaeological Draughtmanship, The Richard Bradford McConnell Fund for Landscape Studies, and The John Morrison Memorial Fund for Hellenic Maritime Studies*).
- 3) To allocate such other studentship and research funds as the Council shall from time to time require.
- 4) To monitor equal opportunities in applications and awards.
- 5) To advise the Director and Chair of the Fundraising Subcommittee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

*The Studentships Subcommittee reports to the Committee for Archaeology and the Committee for Society, Arts and Letters.*

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## **PERSONNEL SUBCOMMITTEE**

The Personnel Subcommittee advises the Director, Chair of Council and other senior officers of the School of legal requirements and best practice in employment, and ensures that the School complies with them. It also conducts grievance proceedings on behalf of the Finance and General Purposes Committee. The Committee meets as required, to address specific matters at the request of the Chair of the Finance and General Purposes Committee

Membership: Chair (drawn from the Finance and General Purposes Committee); a personnel officer (from the UK or Greece as required); a School Member with recent experience of academic staff management; *ex officio* the Treasurer.

### Functions:

- 1) To supply such advice on employment law and practice as may from time to time be required by the Director, Chair of Council or other senior officers of the School.
- 2) At the request of the Chair of the Finance and General Purposes Committee (to whom grievances should initially be addressed), to hear staff grievances when the normal managerial channels have been exhausted.
- 3) To ensure that the senior officers of the School responsible for employment matters are kept fully informed of changes in law and practice: to conduct such periodic reviews of School employment practices as may be required by the Finance and General Purposes Committee.

*The Personnel Subcommittee reports to the Finance and General Purposes Committee*

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## **INVESTMENT COMMITTEE**

The Investment Committee has oversight of the School's investments.

Membership: Chair (who shall be a member of the Finance and General Purposes Committee); normally up to eight further members; *ex officio* the Treasurer. The Chair of Council and the Director shall be invited to attend meetings.

### Function:

- 1) To ensure the effective management of the School's investments, with the objective of generating optimal levels of investment income.

*The Investment Committee reports to the Finance and General Purposes Committee*

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## **FUNDRAISING COMMITTEE**

This Committee co-ordinates all School fundraising activity worldwide.

Membership: Chair; normally up to four further members; *ex officio* Chair of Council, Treasurer.

### Functions:

- 1) In consultation with the Chair of Council and Director, to prioritise fund-raising targets identified by them and via the School's Committees, and to develop a strategy to meet them.
- 2) To co-ordinate contacts with potential donors and maintain long-term relationships with them.
- 3) To keep records of the School's donors.
- 4) To organize fundraising events. *(This function is currently delegated to an Events Group, which reports to the Fundraising Committee).*

*The Fundraising Committee reports to the Finance and General Purposes Committee*