

## THE BRITISH SCHOOL AT ATHENS

### CORPORATE PLAN 2009-2014

The British School at Athens is an institute for advanced research in the humanities and social sciences. Its mission is to 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 and other overseas institutions. Research objectives are defined in a Strategic Plan for Research, following the guidance of the School's senior academic advisory bodies, the Committee for Archaeology, and the Committee for Society, Arts and Letters;
- an academic programme of seminars, lectures, and conferences;
- the provision of services for its members, 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 archival, laboratory and museum collections by the scholarly community worldwide;
- the provision of funding (including studentships and visiting 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 are defined in a context of significant change in the organisation of the School's governance and administration, and in the wider environment within which it operates both in Britain and in Greece.

- **Governance:** the new Statutes adopted by the School in June 2009 have the effect of reducing the size of its Trustee body (Council) while providing for a portion of the membership to be elected by the Council advised by an independent Search Committee which is charged with identifying

potential Council members by all appropriate means. 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. 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. These changes have the general effect of introducing a limit on the normal size of committees, of creating a hierarchical structure with clear lines of reporting to ensure effective liaison, and of promoting a culture of open access via the advertisement of vacancies. Notable changes in the top tier of committees are: the creation of a Committee for Society, Arts, and Letters (replacing the Research Committee) to co-ordinate research in areas other than archaeology; the creation of a Finance and General Purposes Committee (widening the remit of the Finance Committee to cover areas such as estate and personnel management); and the widening of the remit of the Committee for Archaeology (formerly Fieldwork Committee) to include 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 interests.
- **Administration:** from 1<sup>st</sup> October 2009, the School's administration has been streamlined with the appointment of a full-time administrator based in Athens to take overall charge of the School's offices in Athens and London. A UK office is maintained in London on a reduced scale. Changes in working practices and streamlining of office tasks (such as the processing of permits and organization of events) will be furthered as the potential of the management modules in the KE EMu software purchased in October 2009 is exploited. The School will continue to explore cost and efficiency savings, for example via collaborations with other BASIS organisations. Accountancy functions are also centred in Athens; further streamlining of processes, including development of e-transactions via the website, is a short-term aim.
- **Academic context, UK.** The School's research programme relies upon effective engagement with the research interests and priorities of universities and other cultural institutions, and with the institutional and policy frameworks within which research is conducted. We note, for example, the impact upon our activities of developments such as RCUK postgraduate training requirements (to which we have responded with changes in our taught courses) or AHRC Block Grant Partnerships (offering the potential to develop PhD projects in collaboration with Partnership institutions).
- **Academic and legal context, Greece.** The School's primary legal responsibility in Greece is for the conduct of British archaeological work. Applications for research permits are not normally considered unless made through the School. Fieldwork permits are limited to six in any one year, three of which must be formal co-operations with the Ministry of Culture. Individual study permit applications are not restricted in number and are made by the School directly to the local Ephoria

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 now strict in applying requirements for site conservation and provision for the long-term storage of finds.

In 2004, the School Director ceased to hold diplomatic status following a general reduction of the diplomatic list.

The School's status in Greece as a not-for-profit organisation has for many years followed from its charitable status in the UK. In 2007, an amendment to property tax legislation established 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 bilateral programmes between Greece and countries other than Britain.

The **Strategic Objectives** of the School from 2009-2014 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. The Committee for Archaeology 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 Committee for Society, Arts and Letters, established in 2009, now 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 permits and for almost all 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, which develop or test innovative methodologies, and/or which create resources to sustain future research. The School will seek to promote research of all kinds (fieldwork or archival) which builds upon geographical and thematic connections between areas of traditional British interest to open innovative fields of enquiry. 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 members throughout their careers and to meet their changing research needs. To assist the Embassy, the British Council, alumnus associations and colleagues in UK education in promoting British higher education in Greece by creating 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 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.

- i) The School's doctoral and postdoctoral scholarships are drawn 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. 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.
- ii) The School currently awards two short-term 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 required. The lack of dedicated facilities precludes expansion of such activities or the contracting of facilities to art schools. A medium-term objective is the conversion of the Upper House attic to provide studio space. The Fitch Bursary (originally just for bioarchaeology), has been variously awarded to doctoral and postdoctoral researchers: we have widened the eligible subject field, seeking to attract a greater diversity of applications, and note the value of the bursary as a component of PhD programmes.
- iii) The School currently awards three 3-year postdoctoral fellowships. The Williams Fellow 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 for the next three years, but further support must be secured by 2011. On current financial projections, the Fitch Laboratory Chemistry Fellowship is likely to be frozen from October 2010. It is a short-medium term priority to secure funding either for this post or for a permanent Scientific Officer to maximize project through-put and Laboratory income.
- iv) The annual Visiting Fellowship was until 2009 the School's only award for academics in post. It has now been supplemented by an Early Career Fellowship (aimed at scholars in first post) and a Fitch Laboratory Senior Visiting Fellowship, in order to provide a better balance of support for academics throughout their careers. The former is a targeted application of interest on an unrestricted donation, the latter uses endowment income: in both cases, funds are available for 3 years in the first instance, with the aim of securing long-term provision within that period.
- v) The School's research-related (endowed) funds provide small-scale support by open competition. This has proved to be a flexible and effective means of supporting independent small projects, pump-priming, enabling activities which form part of larger programmes (but

which may not of themselves attract external funding), and leveraging large grants by establishing funding mosaics. No change is planned.

vi) Skills training. Until 2008-9, the School offered three programmes on a two-year cycle, for undergraduates, postgraduates and schoolteachers respectively: this provision was reviewed across 2007-9 and the following changes planned/implemented. The Courses and Teaching Subcommittee is now responsible for all Quality Assurance matters at undergraduate and postgraduate level.

- The annual undergraduate course will continue 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. Pressures on staff and hostel space in university vacations currently prevent further expansion.
- From 2008-9, postgraduate provision was recast into one or two short courses per year delivered on a 2-3 year cycle (2-3 weeks' teaching with inducements to remain at the School for further research), targeted at RCUK training budgets, and delivering skills identified via consultation with the School's academic committees. This provision will be fully developed through 2009-14, building on the added value of the School's location and connections in Greece and using teaching expertise from within the School and UK institutions. Funding has been secured from private sources to build teaching infrastructure in the Fitch Laboratory (Bradford/McConnell Trust) and for student bursaries for the first two short courses offered (a provision which we plan to continue). A medium-term aim is to advertise a common programme with fellow BASIS institutions to encourage graduate mobility and broader Mediterranean research perspectives.
- The biennial teachers' course (co-sponsored by the Joint Association of Classical Teachers) will continue: immediate aims are to diversify its clientele, support those seeking to develop Classical subjects as adjuncts to their main disciplines, and 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 its success in 2008-9 in securing SCONUL funding for a library internship, and on its hosting of conservation internships at Knossos.

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 more diverse range of individuals and scholarly communities. The two senior academic 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. The establishment in

October 2009 of the Committee for Society, Arts, and Letters provides an institutional framework for the development and evaluation of a broad range of non-archaeological projects: a significant proportion of the conferences planned within the period of this Plan fall within the area of remit of this Committee. The 10<sup>th</sup> anniversary of the Prince of Wales Bursary and 125<sup>th</sup> anniversary of the foundation of the School, both in 2011, provide important opportunities for the promotion of the history and role of the School in the arts and as an institution.

3 The School will support long-term scholarly infrastructural projects which create the resources on which future research can be built. It will seek to ensure that these 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 now intends to solicit further archival collections to complement its current holdings (for example in 19<sup>th</sup> 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 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), it is an objective to ensure that the School's holdings are entirely uploaded by 2014. 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. As a medium term objective, we will seek to link our catalogue with relevant UK museum and archival networks.

ii) The transfer of the School's Corporate records to Athens coincides with a shift to digital archiving of new records from 2009 onwards. It is an immediate requirement to establish an effective digital archive within EMu, and a medium-term objective to add the catalogue of the old paper 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, along with the Institute's departments worldwide, to its *Xenon* 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 will include the provision of its topographical index of site publications: entries from 2010 onwards will be purely digital, and funding will be sought to convert the existing card catalogue. Use of a common toponym thesaurus with *Archaeology in Greece Online* is essential to the medium-term aim of linking the two resources (see below).

iv) Academic projects of the kind outlined rely on the existence of appropriate IT infrastructure. The BSA has installed dedicated servers for EMu and the Fitch Laboratory, and has a 3-year programme of re-cabling to optimize the School's network and accommodate cost-saving developments in digital telephony. The securing of an off-site data repository is a short-term objective to be pursued in common with other BASIS institutions.

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). In the current funding climate, the prospect of an additional post before 2014 is slight: experienced voluntary assistance will continue to be sought, 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. 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 conversion of basement space to create the Anastasia Kollakis Wing, completed in 2008, gives capacity for expansion until 2018: by 2014 fundraising for the next building phase (for which plans have been prepared) must therefore have begun.

5 Building on its broad research tradition and the resources 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 both with 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 Fitch's capacity for analysis of archaeomaterials will be enhanced by the acquisition in 2009-2010 of Wavelength XRF equipment, for which external funding has been secured. This will be the only facility for high precision chemical analysis of archaeological (inorganic) materials in Greece, and will provide the opportunity for strengthening collaborations both with Greek-based researchers and institutions, and attracting visiting researchers and external funding.

## 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; it will be sustained at the present level, with the long-term aim of expanding it 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 2008 and 2009 respectively with its French and German counterparts for *Archaeology in Greece Online* and *Xenon*. *Archaeology in Greece Online* will be linked to the Italian-based *Fasti Archeologici* database. The School's close relationship with Greek partners in the University of Thessaloniki and National Centre for Scientific Research Democritos underpin the Fitch Laboratory's 2009 bid for EU project funding. The role of the Fitch as a Mediterranean centre of excellence will continue to be exploited in developing international projects, especially where they present 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 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 Committee for Society, Arts, and Letters is charged with developing such research: the first such project is a collaboration with the Council for British Research in the Levant on mandate and comparative structures of British colonialism.

### **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. From 2008, the Athens open meeting has 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 was held in Edinburgh in 2008, and we plan to continue this: from 2010, the London AGM will be separated from the annual lectures and the latter will be advertised to the wider public. From 2009, annual lectures have been established in Athens to focus on the work of the Archive and the work of the Fitch Laboratory Senior Visiting Fellow. 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 2014 are all collaborations with Greek and British institutions (including the Byzantine and Christian Museum in Athens and the RIBA in London), thus 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 explore ways in which its lectures and other events can be communicated to a wider public, including as resources for teaching.

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

i) The School will continue to produce the BSA Studies and BSA Supplementary volume series in the format and with the editorial arrangements outlined in the previous Corporate Plan. While most monographs will continue to be produced in-house, externally funded outsourcing (as pioneered in 2009 with *Scholars, Travels, Archives*) will be pursued as required. As a medium-term objective, we will pursue the possibility of print on demand. As an immediate priority we will investigate alternative options for the production of the Annual, to determine whether the current arrangements represent best value. Monograph sales, and from 2010 sales of the Annual, are handled directly by Oxbow Books: orders can be placed directly via the School's website. Following upon the online dissemination of the Annual via JStor, we have the short-term objective of making School monographs available online with a similar rolling wall.

ii) In collaboration with the École française d'Athènes, the BSA has developed the online database *Chronique des fouilles/Archaeology in Greece Online*, launched in November 2009 and accessible via the Schools' websites. Editorial responsibility is shared between the two Schools, with work divided by region. The print version of *Archaeology in Greece* will continue to be produced in collaboration with the Society for the Promotion of Hellenic Studies, but in a revised format which takes account of the existence of the full online version, and assigns more space to longer accounts of the work of the British School.

iii) The School has in place a strategy to eliminate such of its publication backlog as is assigned to living authors by 2011, and to reassign unpublished material thereafter. In 2009 it invested in research assistance to ensure the completion of publication of a major excavation at Knossos. 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 an area subcommittee (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.

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 School will continue to take all opportunities to further this aim.

#### **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. To ensure that this continues, 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 to it 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 19<sup>th</sup> and early 20<sup>th</sup> 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 intervention within 2-3 years to cure rotting exterior woodwork and deterioration to plaster and stonework. Significant cost savings could

be achieved via the implementation of 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, all areas of the Athens hostel are now used for appropriate purpose. The Upper House basement requires remedial work before it can be used to the full for storage, and the roof space is a significant unused resource. While respecting the educational purpose of the original grant, we will increase the use of the School's premises by appropriate outside concerns.

ii) Museum storage. Issues of storage are increasingly pressing in all the School's areas of long-term archaeological interest. New provision is required in Sparta within 2009-2010, and 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, work is now being undertaken to consolidate storage and draw up plans for supplementary facilities. While storage costs are now being written into new project funding applications, immediate School investment is also required.

**2 Finance:** The economic climate in the period to 2014 will undoubtedly remain challenging for the School. Significant cost savings, primarily addressed to remedying the recurring deficit created by the adverse exchange rate, were achieved in 2009 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 priority. The performance of the School's own managed funds 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 occasional general appeals will be mounted via the website. 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 – notably the library and archive.

ii) Full economic costing exercises are regularly undertaken for the Hostel, Knossos and the Fitch Laboratory. It continues to be our objective that at minimum, income from the Hostel and Knossos should cover 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. 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 at attracting external research income, and for our archaeological project income, we aim not to drop below the ratio of 1:20 BSA investment: external income. Annual figures are detailed in the School's published accounts and reports to the British Academy. Limited service work is undertaken by the Fitch at full economic rates, where capacity permits, for example in the preparation of thin sections for petrographical analysis: it is planned to extend this to the chemical analysis of archaeological samples when our new Wavelength 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.