



THE BRITISH SCHOOL AT ATHENS
CORPORATE PLAN
2015-2020

The British School at Athens is the United Kingdom's hub for advanced research in the humanities and social sciences in Greece and its wider Balkan, Levantine, Mediterranean, and European contexts. The School conducts, enables and promotes research of international excellence, exploring the impact of Hellenism worldwide. Its projects make significant original contributions to knowledge and offer long-term perspectives on contemporary questions.

The School delivers its mission through:

- a programme of research undertaken both alone and in collaboration with UK-based, EU and other institutions worldwide. Objectives are defined in a Strategic Plan for Research, with guidance from 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);
- the Fitch Laboratory, its subject-leading centre for science-based archaeology;
- building capacity for research 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 online services; partnerships with peer institutions in Greece and worldwide;
- 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 in a context of political, social and economic change in Britain, in Greece, and in the wider region within and beyond the EU's

eastern borders. The period 2015-2020 is liable to see tighter financial constraint, changes in national governments (with potential consequences for research policy and the support of overseas/foreign institutions and activities), and challenges to the role and organisation of the EU from many quarters in Europe. The School will operate in a deeply challenging environment. At the same time, this period of change and challenge will also present rich opportunities for British research in Greece and the surrounding region, reinforcing the value of 130 years of British investment in building the infrastructural capacity and deep regional knowledge embodied in the British School.

- **Academic and legal context, Greece.**

- i. Within the School's wide research remit, its primary legal responsibility in Greece concerns archaeology, where it is the sole agent for securing fieldwork and study permits. Fieldwork permits are limited to six per annum, three of which must be formal co-operations with the Ministry of Culture and Sport. Applications for laboratory analyses and individual and group study permits are unrestricted 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. In a period of continuing economic difficulty, demands placed upon the School and its members are liable to increase.
- ii. By virtue of its long presence and high reputation in Greece, the School has taken a leading role in forging robust strategic collaborations with Greek-based and international partners in all academic disciplines within its broad remit: these make a major contribution to the research capacity available to the UK community. In addition to collaborations with Greek and Cypriot organisations (universities, government agencies and research foundations), we share infrastructure and academic programmes with other foreign Schools in Athens (e.g. a combined online library catalogue and seminar in archaeological science with the American School of Classical Studies, *Archaeology in Greece Online* and a history and anthropology research seminar with the École française d'Athènes, and a partnership in the *Zenon* bibliographical database of the Deutsches Archäologisches Institut). In an era of financial constraint across Europe, there is a widespread desire for ever closer collaboration.
- iii. Fiscal and administrative reform in Greece during the period of financial crisis has prompted examination of all aspects of employment, tax and charity policy. The School's tax-exempt status in Greece has come under threat on three occasions from 2007-2014, and its status as a not-for-profit organisation in Greece, which for many years followed from its charitable status in the UK, again requires formal confirmation (in process). It is likely that new law and policy on such matters will continue to be introduced over the

next five years. The School benefits from the strong support of HM Ambassador to the Hellenic Republic and from the *pro bono* services of a leading Athens lawyer.

- iv. In August 2014, reform of the Archaeological Service was introduced by Presidential Decree 104/2014 (ΦΕΚ α 171 – 28.08.2014), with the new structure implemented from 1st November 2014. In the short term, extensive changes to the structure and staffing of ephoreias are liable to result in additional pressure on the School's administration as the new system beds in. Opportunities for new and enhanced collaborations will be taken as they arise.

- **Academic context, UK.**

- i. The School's research programme stands in close engagement with the research priorities of UK universities and other cultural institutions, and with the institutional and policy frameworks within which UK research is conducted. The School adds value by virtue of its capacity, networks and the unique intellectual heritage of over a century of excavation and research by British scholars at sites and in subject and geographical 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 of 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. The next five years are likely to see further cuts to the HE sector, shifts in academic priorities, and an ever stronger need for advocacy to press the importance of historical depth to UK Humanities and Social Sciences. The School is well-placed to play a prominent role in this.
- ii. During the period of the previous Corporate Plan (2011-2015), the School reformed many aspects of its teaching and academic outreach. Its graduate training provision addresses needs which are met most effectively by a single institute uniquely able to provide shared access at a national level to specific expertise and primary resources. We offer a Schoolteacher Fellowship and professional development courses for teachers of Classical subjects, and further support teachers at secondary and tertiary level via 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 (including modern language, history and science students).
- iii. The BSA has led BASIS institutions in making joint funding bids and forging the concept of an international network as a distinctive asset of the British Academy. It currently runs two collaborative research programmes with the British Institute at Ankara and École française d'Athènes, and with the British School at Rome respectively. We will pursue opportunities to maximise the impact of this network for UK benefit.

- **Institutional context**

- i. **Governance:** constitutional changes made in 2009 have over the past five years produced a trustee body (the Council) whose spread of expertise has effectively addressed the legal, financial and managerial issues facing a charity in a time of austerity. The Search Committee has oversight of the composition of the Council, with the requirement to ensure that it is equipped to exercise critical scrutiny of all areas of the School's operations. Council itself conducts self-assessment exercises. A Governance Committee conducts periodic reviews of the School's governance, and ensures that the School is compliant with UK legislation and regulations, and with other requirements placed upon it (including those of the Charity Commission). While current governance is effective, the School recognises that changes in the legal and social environment in which it operates will lead it to make further constitutional changes within the period of this Corporate Plan.
- ii. **Executive:** the new organisational structure and terms of reference adopted by Council for its committees in 2009 have proved effective in widening participation and strengthening the School's research and management in all areas. Committees are charged with regular self-appraisal and reviews of their terms of reference. With the exception of a review of the organization of the School's support for the creative arts, no change is expected over the period of this plan other than that arising from self-appraisal.
- iii. **Administration:** following the restructuring of the School's administration in Athens and London in 2009 and the reform of working practices attendant on these changes, the streamlining of workflows continues. The School's EMu system now supports many key administrative processes, with plans in place to complete the transition within the next 18 months. A substantial increase in income-generating service provision by the Fitch Laboratory has necessitated a modest enhancement of administrative and technical support. The School has taken a lead in working with the British Academy to establish a centralized accounting system for BASIS, and remains in dialogue both internally and with its BASIS peers to identify and implement cost and efficiency savings. This will remain a priority through the period of this plan.

The **Strategic Priorities** of the School from 2015-2020 are defined as follows:

1. CHAMPIONING THE HUMANITIES AND SOCIAL SCIENCES

1. The School is a powerful advocate of the value to Britain and worldwide of research in the humanities and social sciences. In the UK, School members collectively represent the single most important source of

expertise on matters concerning Greece and the wider Mediterranean. Our research brings historical depth to the analysis of contemporary questions, assembles innovative constellations of disciplinary expertise, and promotes the broad comparisons which move understanding of popular concerns beyond national borders. The School works closely with UK university alumnus organizations to ensure the continuing engagement of Greek graduates with UK research and academic institutions and promote long-term identification with the UK. Tourism is a vital industry in both Britain and Greece: the School has a strong understanding of the wider role of its research and heritage expertise both at major tourist destinations (e.g. Knossos), and in locations with developing tourist potential.

2. FOSTERING EXCELLENCE

1. The School will conduct and promote research of international excellence as outlined in the *Strategic Plan for Research* (published on www.bsa.ac.uk). The *Committee for Archaeology* will continue to conduct an open annual competition for the six archaeological fieldwork permits for which we are entitled to apply each year, and to monitor standards, outcomes, and training needs. The selection criteria (posted on www.bsa.ac.uk) align with those of the British Academy, AHRC and EHRC, with emphasis on UK benefit whether construed in educational, research, economic or public policy terms. The *Committee for Society, Arts and Letters* performs a similar role for post-antique 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 is conducted in open competition for fieldwork permits and funding, and is monitored by the above committees and by the Crete and the Fitch Laboratory Subcommittees. 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 Archive, Knossos research centre, and the Fitch Laboratory which is recognised world-wide as a leader in the continuing development of science-based archaeology. Uniquely among the BASIS institutes, the interaction between science and the arts lies at the heart of BSA research. The School will foster projects which bring UK institutions into partnership with their Greek and other counterparts worldwide.

2. The School provides research and training opportunities which meet the needs of outstanding scholars at all stages of their careers and across a broad range of disciplines. It will target resources to ensure that the resident School community reflects a wide spread of subject interests and career stages. It monitors applications, uptake and use of awards to ensure that equality of access and academic standards are maintained.

- i. The School supports two 12-month doctoral and postdoctoral studentships annually from its restricted funds: their value will be maintained, and they will continue to be awarded via open, response-led competition. The School will extend its strong record in securing external funding for post-doctoral fellowships: currently it offers a three-year fellowship funded by the A.G. Leventis Foundation (with no subject restriction) and the three-year Williams Fellowship in Ceramic Petrology, and has two fellows supported by British Academy Strategic research project grants (in collaboration with the British School at Rome and the British Institute at Ankara). By its infrastructure and support services, the School enhances the value of UK Research Council grants to researchers at all career stages. It is a vital part of our mission to promote opportunities for UK researchers and foreign engagement with the UK via the soft power of academic networks. We thus encourage participation by all nationalities (including overseas holders of awards from Greek funding bodies).
- ii. The School currently supports the creative arts via an annual three-month bursary and the dedicated facilities of the Kollakis Art Studio on the Athens premises. The bursary supports mostly early career UK-based artists, while the studio is used also by international artists at various career stages, and by members wishing to further practical aspects of their research. In response to changes in the UK environment, the School is currently reviewing the bursary award, examining *inter alia* the potential for applying its restricted funds for the creative arts in partnership with UK arts organisations and/or for supporting practice-based research: the resulting recommendations will be implemented in 2015-2016.
- iii. The research support offered by the Fitch Laboratory will continue to develop. One or two three-month Fitch Bursaries are awarded to doctoral or postdoctoral researchers in any subject within the remit of the Laboratory. The Williams Fellowship in Ceramic Petrology continues to attract outstanding postdoctoral candidates: the level of the award will be monitored to ensure that it remains competitive. In 2013 the Chemistry Fellowship was suppressed and replaced by the (externally funded) post of Scientific Research Officer. This now enables the Laboratory to support a larger number of externally funded collaborative projects, most of which offer short-term employment to Fitch-trained analysts, thus enhancing the Laboratory's support for the continuing professional development of young researchers.
- iv. The annual Visiting Fellowship (for senior and mid-career scholars) and Early Career Fellowship will continue to be awarded in open competition. On the recommendation of the Fitch Laboratory Subcommittee, the Fitch Laboratory Senior Visiting Fellowship will be replaced by a Visiting Lectureship which will bring a senior or mid-career scholar into the Laboratory for a short visit to present their latest research to the scientific community,

and work with Fitch researchers or develop new collaborations. A similar initiative in the Archive will present research relevant to Archive programmes, encourage work on Archive holdings, and foster new collaborations.

- v. The School will continue to make small grants in response-led competition from its research-related (endowed) funds with the following aims: i) to maximize the success rate of large grant applications by effective pump-priming; ii) to lever larger grants; iii) to support independent projects where the investment of relatively small sums produces research of high impact. This policy ensures cost-effective support for a broad range of outstanding research.
- vi. Skills training and professional development courses in Athens and Knossos will continue to the maximum capacity of the School's resources. All taught courses offer bursaries using external funding (in many cases secured from subject-specific charities, thus joining up and enhancing the effectiveness of scattered resources). The Courses and Teaching Subcommittee has oversight of Quality Assurance at undergraduate and postgraduate level. In 2013 the School published model CAT schemes for the incorporation of its courses into taught university programmes: the University of Warwick has created such a taught MA programme, and we will encourage other initiatives.
 - The annual undergraduate course follows a popular and highly successful model (the average ratio of applications to places over the past five years is 2:1 - there is no capacity to mount a second course each year). It will continue on the established model and to the maximum capacity of the hostel
 - Postgraduate training courses will continue to be offered in Athens (two courses) and Knossos (one-two courses). The BSA training programme capitalises on the unique capacity of the School in Greece to access primary material, bring together international teaching expertise, and deliver training in subjects such as Greek numismatics, epigraphy and ceramic petrology which are difficult for UK-based institutions to sustain. Advice on subject coverage supplied by the School's research committees ensures a continuing fit with sector needs. The School will exploit opportunities arising from changes in the organisation of UK graduate training, noting *inter alia* the potential to supply services to AHRC Doctoral Training Centres and Partnerships. The School remains committed to connecting provision BASIS-wide to encourage graduate mobility and broader regional perspectives.
 - After review in 2012-13, continuing professional development for school teachers is now provided via a biennial short course in Greece, a School-teacher Fellowship (externally funded), and the participation of BSA officers in UK-

based inset days. This provision will continue to be monitored and revised as required, advised by the Courses and Teaching Committee (which has two school-teacher members). The School hosts secondary school groups (including science and modern language students) and teachers preparing to escort groups. It collaborates in securing permits for a large UK-based specialist school travel agency, Hellene Travel.

- The School offers professional development in the following additional categories. 1) Internships: stipendiary training positions, currently offered by the Knossos Curatorial Project (funded by INSTAP), and in the Library and Archive (Erasmus and the University of Liverpool). 2) Short-term project-funded positions (currently in the Fitch Laboratory) to support continuing skills development. 3) Volunteers: accepted by negotiation. The School will continue to ensure that its provision complies with UK needs and best practice.
- vii. The School's alumni worldwide are among its greatest assets. In 2014, the School helped over 2,000 UK-based researchers at all career stages, plus a similar number from other countries. Their continuing engagement with the School rests not only on the quality of our services but on their experience of our cosmopolitan, interdisciplinary research community. A network of BSA Ambassadors in UK humanities departments ensures that new generations of students are fully aware of the opportunities available. We will further develop our use of social media to connect with alumni according to their needs and interests (the Fitch Laboratory, for example, maintains a closed Facebook group to provide alumni of its ceramic petrology course with continuing professional support).
- viii. The School will continue to enhance its rich and diverse academic heritage by generating a wide spectrum of outstanding research to benefit the broadest range of individuals and scholarly communities. Committees for Society, Arts and Letters and for Archaeology (advised by a Subcommittee for Crete) are charged by Council with oversight of research quality and of the implementation of the *Strategic Plan for Research* and *Knossos Research Strategy*, and with developing strategy for the exploitation of the School's intellectual resources. The *Strategic Plan for Research 2015-2020* features a range of activity drawing on the Archive (e.g. for research on the Salonica Front in World War I) and Knossos (e.g. the use of legacy data to understand Hellenistic and Roman Knossos in its broad Mediterranean context). Each committee is charged with advising the Council on equal opportunities provision within the area of its remit.

3. ADVANCING RESEARCH

1. The School creates capacity for UK research. It ensures that its facilities and resources are widely accessible and integrated into its long-term research projects, 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 the designated repository of the records of fieldwork projects conducted under its permits, and continues to solicit archival collections which enhance and complement its current holdings (for example in 19th- and 20th-century Greek history).

- i. With financial assistance received from the British Academy and utilising KE Software's EMu software, the School will complete the unification of its data systems in order to: streamline workflows; archive born-digital administrative and corporate records; and create a single platform for its many collections of international importance (from prints and drawings to the holdings of the Stratigraphical Museum at Knossos) linked to administrative and publications records. The School website will support external cross-searches of these collections, and host other resources for research and teaching. We will continue to participate in the EMu European user-group in order to share experience, standards and data with major partners from across the heritage sector. We will further develop collaborations with other leading data-management initiatives (as CLAROS and the British Museum Research Space) to maximize the impact of School holdings worldwide.
- ii. We will continue to collaborate in international infrastructure projects to maximize the impact of School holdings and information services. These currently include *Archaeology in Greece Online* with the École française d'Athènes; the *Zenon* research database of the Deutsches Archäologisches Institut, where we provide topographical analyses of our periodical holdings; and the incorporation of our library catalogue in COPAC. We will seek further opportunities to extend these initiatives.
- iii. The work of the School depends on a strong IT infrastructure. Continuous development over the period of the 2011-2015 corporate plan has created a strong foundation. We will continue to ensure that those who use the School's services enjoy IT facilities comparable to those of UK universities, and that our digital research is well integrated with international agendas.

2 The BSA Library, with over 70,000 volumes and 1,300 periodical titles, is one of the largest in Athens and in the BASIS network. It also has the largest ratio of readers to staff (ca.325:1). While there is no prospect of an additional post within the period of this plan, an intern (the Library Research Assistant) catalogues accessions, and the services of an experienced e-resources assistant have been retained via a series of project grants. We aim to maintain this level of support. The Library works closely with its peers in Athens, and maintains a common catalogue and a mutually agreed acquisitions policy with the American School of Classical Studies (the Aleph catalogue system is due for upgrade

in 2015-2016). A close informal relationship is maintained with specialist subject and university libraries in the UK to ensure sharing of information and best practice. The School is committed to working with fellow BASIS institutions as a consortium, e.g. to reduce acquisitions costs and to facilitate infrastructural development (encouragement to join COPAC and the sharing of associated technical information being one example). We continue to pursue donations in areas of strategic interest. While the library will acquire those digital resources which enhance its utility, Greek publishing remains almost entirely print-based and pressures on physical space remain. Optimisation of currently available space enables us to predict adequate capacity until 2020, but fundraising for expansion should be undertaken within the period of this plan.

3 The resources and international reputation of the Fitch Laboratory enable the School to lead in multi- and inter-disciplinary research that binds the humanities, social sciences and natural sciences. Building on its FP-7 ITN bid in 2012-13, the Laboratory will expand relationships in the UK and Greece, and add Turkish and French collaborations (e.g. an initiative with Ankara University to build a northeastern Aegean analytical network). The Laboratory's focus on sustained project work will continue, further developing its engagement with projects, e.g. in Macedonia and Euboea, which integrate science, archaeology and historical/archival research, and with research into population history which integrates bioarchaeology, UK-based DNA research, and anthropology. These projects will either be led from, or have a major research component defined by, the Fitch and will secure external funding: service work is also undertaken for approved research programmes.

The Fitch will continue to collaborate internationally on matters of data comparability and the preservation and interpretation of legacy data.

Following the opening in 2010 of the (externally funded) WD XRF unit, the only dedicated facility for high precision chemical analysis of inorganic archaeological materials in the Mediterranean, Laboratory staffing was reviewed to maximise capacity to host innovative projects and generate income. The long-term security of the posts of Scientific Research Officer, thin section technician and secretary/sample preparation technician must be ensured.

4. Knossos is a vital BSA asset both for its rich research collections and for its capacity to support connections with surrounding countries from North Africa to Egypt, Turkey and the Middle East. Strategic priorities are the delivery of a research programme which sets Knossos into these wider contexts, exploits legacy data of all periods, and ensures that doctoral and early career scholars build projects at Knossos. The post of Curator at Knossos has been reshaped into a five-year fixed term postdoctoral (early career) position focused on research, teaching and curatorial responsibility for the Stratigraphical Museum collections. The INSTAP-funded Curatorial Project addresses the School's responsibilities for collections formed by over a century of fieldwork, provides internships and professional training, and via the creation of a Stratigraphical Museum database integrated within the

School's EMu data system, makes Knossian material more readily identifiable and accessible to researchers seeking to build new projects.

4 PROMOTING INTERNATIONALISM

Sustaining the international character of British research, and establishing and supporting 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 least at the present level. Bursaries are awarded annually in any field in which the School is active, via open, response-led competition.

3. The School will seek out opportunities presented by changes in the European and international research landscapes. The School will further develop current collaborations with its French, German and American counterparts, and will seek new links to conduct and promote its research and to

maximize the visibility and accessibility of its research materials. The role of the Fitch and of Knossos as Mediterranean centres of excellence will continue to be exploited in developing international projects and attracting funding for research and training, especially where this creates opportunities not otherwise accessible to British researchers (e.g. via Greek-Turkish bilateral programmes).

4. The School will pursue research which facilitates dialogue and understanding across cultural and national boundaries. In addition to its work within the territory of the modern Greek state, its historical connections in Italy, Albania, the Balkans, Egypt, Turkey, the Levant and Cyprus have produced significant archival and library resources to sustain broad-based comparative research. Building on the success of *Balkan Futures* and *Adriatic Connections*, the School will develop further collaborations with other BASIS institutions and local organisations in all areas of its operation. Interdisciplinarity and researcher mobility enrich and enable UK research: early career international experience forges the life-long relationships which shape research careers.

5 ENGAGING WITH THE PUBLIC

The BSA is a diplomatic institution in the broad sense. It represents British academic interests overseas, supports the work of the British Embassy especially in cultural matters, and enhances the international visibility of UK research. The School will continue to exploit traditional and innovative routes to communicate the results of its research to diverse audiences.

- i. In Greece, it will host its established seminar series plus conferences as outlined in the *Strategic Plan for Research*. It will hold annual open meetings in large public venues in Athens and Thessaloniki in order to reach as wide a sector of the Greek-based community as possible. The facilities and research of the Archive, the Fitch Laboratory, and Knossos are showcased in dedicated events. In the UK, its annual London lectures are supplemented by biennial meetings in Scotland. The School will continue to collaborate with a broad range of Greek public and private institutions in order to widen its audience: new collaborations in 2015-16 include a conference with the Athens Odeion (the oldest college of the performing arts in Greece) and a major exhibition (plus an educational and outreach programme) with the Byzantine and Christian Museum in Athens.
- ii. The School has created capacity to publish multimedia resources on its website and YouTube channel. Following its first wholly podcast conference in December 2010, published in partnership with the Pulse Project (*Health and Society in Greece and the Balkans* <http://www.pulse-project.org/node/317>), the School will continue to share its recorded output freely with academic and other stakeholder partners.

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

- i. Since 2011, the *Annual of the British School at Athens* has been published electronically and in print by Cambridge University Press, with the online pre-publication of articles and of supplementary material essential to capturing the full range of its activity (notably in the sciences), and with ‘green’ open access provision. We will work with CUP to expand the journal’s marketing and exploit its archive e.g. for special and themed editions. In 2014, the School created two new book series, *British School at Athens – Studies in Greek Antiquity* (with CUP, advised by the Committee for Archaeology) and *British School at Athens – Modern Greek and Byzantine Studies* (with Ashgate, advised by the Committee for Society, Arts and Letters). The latter series represents a strategic move to increase the visibility of the School as the supporter of much diverse and innovative research in fields other than archaeology. 2015-2020 will see the embedding of these series in the market, with publication ordinarily both in hardcopy and digital form, and the reshaping of in-house production of archaeological field reports. The *Annual* and likewise the *BSA Supplements* and former *BSA Studies* series remain available via JStor with a three-year rolling wall
- ii. The BSA is the sole agent which guarantees UK researchers and teachers at all levels free access to authoritative accounts of the latest archaeological discoveries in Greece. It works to enable non-Greek specialists to use Hellenic case material within thematic or comparative studies, and those without the Greek language to access the latest debates. *Archaeology in Greece Online* (produced in collaboration with the École française d’Athènes) and the print/online *Archaeological Reports* (with the Society for the Promotion of Hellenic Studies, published by CUP) continue to develop in parallel. The former (the responsibility of the BSA Director) publishes summary accounts of new discoveries, while the latter (edited in the UK) is a more discursive review featuring thematic syntheses accessible to non-specialists.
- iii. The School has a minimal publication backlog which it will work to eliminate: it continues to reassign unpublished material to young scholars. The Committee for Archaeology operates robust policies (in line with those of the major UK funding bodies) to ensure that projects are assigned to individuals with suitable experience, sound publication records, and stable employment for the appropriate period. Most major projects fall within the remit of area subcommittees which advise on the basis of regional expertise. Outside current field projects, study permits for BSA material are time-limited and non-exclusive.
- iv. The School will seek to increase the visibility of its staff research by targeting publications on high-impact journals: research and publication plans are a selection

criterion in appointments especially to early career fixed-term posts as the Knossos Curator and Assistant Director.

- 5 The School will further strengthen its work with secondary school teachers to ensure the place of Hellenic studies in British education. In addition to the role of Greek language and culture within the Classics, it will exploit the full range of its research across disciplines, e.g. in encouraging science students to engage with humanities research. As a multi-lingual community, the School is a role model for the value of education in modern languages.

6 ENABLING MECHANISMS

1. **Staff** The School operates with a minimal staff: in relation to the scale of its programmes and membership, its staff is the smallest of any foreign school in Greece. All are required to work flexibly, creatively, and for long hours. The School works to strengthen the opportunities and structures by which staff can contribute their expertise to its intellectual life, and to ensure that they 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 a 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 particular importance of continuing professional development and skills training for its long-term and mid-career staff. We maximise the limited funding available to support these activities by taking advantage of online resources (including webinars), the expertise of members, associates and other BASIS institutions, and targeting expenditure to meet specific needs identified in annual appraisal.

2. **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 significant financial and practical challenges. Urgent repairs to the Upper House will be a first target for renewed fundraising in 2015. The School installed solar panels in 2012 and will continue to invest in such energy efficiency measures as are affordable and sustainable.

- i. Following a series of externally funded building projects during the period of the previous Corporate Plan, all areas of the Athens estate serve current needs. Continued attention will be paid to the efficient use of space. While respecting the educational purpose of the original land grant, we will seek to increase current income from use of the premises by appropriate outside concerns, where possible serving other UK interests in Greece.
- ii. At Knossos, repair and restoration of the storage and research facilities of the Stratigraphical Museum and associated buildings will be a major target. A building permit application is in process,
- iii. Issues of storage arise in all of the School's areas of long-term archaeological interest. Necessary costs for additional off-site storage must be written into new project funding applications. Funding is in place for new provision in Sparta, and a sustainable solution must be negotiated with the Ministry of Culture and Sport.

3 Finance: Economic conditions in both Britain and Greece will remain challenging for some years. The School took early measures (from 2009 onwards) to remedy its recurring deficit and prepare for the possibility of cuts to its grant-in-aid. These included administrative restructuring in Athens and London and cuts in all areas of the operational budget. Full economic costing exercises are regularly undertaken for the Athens and Knossos hostels, administrative services, and the services of the Fitch Laboratory. Internal budget controls are robust, and sustainable cost and efficiency savings have been, and will continue to be, pursued. The School's Investment Committee remains a vital asset: in 2014, investment income formed 12% of the School's total income, and we aim now to improve on this. Further cuts to the School's budget will directly affect its research activities and compromise its ability to spend its endowed funds. Fundraising will therefore remain a high priority.

- i. In autumn 2014, Council established a Development Group, chaired by Prof. Christopher Carey, to guide long-term strategies to develop the BSA community and effect sustained change in the culture of giving. Alongside this, we plan a new capital campaign with the involvement of HM Ambassador to the Hellenic Republic. The Friends of the BSA continue to support specific aspects of the School's activity with regular annual donations and occasional larger fundraising activities.
- ii. The School has proved very successful in attracting external research income, with carefully targeted applications achieving a success rate of ca. 96%. Targeted application of the research component of its BASIS grant and its restricted research funds continue to be a productive and cost-effective means of enabling researchers to leverage larger grants. Annual figures are detailed in the School's published accounts and reports to the British Academy. Income from Fitch Laboratory service work (e.g. thin-section manufacture) will increase according to the Laboratory's business plan. The School

recovers full economic costs from project grants wherever possible, but recognizes that this is often impossible because funding bodies do not support it or because grant income has already been top-sliced by UK HEIs.

4. **Governance:** The Governance Committee will continue to ensure that the School implements best practice. In 2015, Council will address recommendations for changes to the School's current Statutes to reflect best practice in charity governance. Over the period of this Plan the School will review its constitution, addressing in particular the category and role of Subscribers given a decline in subscriber membership (which reflects a national trend). The School must ensure that the membership of its Council and committees is widely drawn from all stakeholders, and that real or perceived barriers to participation are removed. It will take all reasonable measures to protect Trustees from financial risk via: continued examination of its governance and management; further exploration of provision of Trustee insurance as appropriate; continuing to examine new models of charity constitution (e.g. legal incorporation as a company limited by guarantee).