



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

In accordance with Statute 8.1 (xi), 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

- 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 maintain a publications strategy appropriate to School needs;
 - c. To reassess 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: To advise the Director on archaeological aspects of the annual British International Research Institutes (BIRI, formerly BASIS) submission;
 - a. To advise the Council on equal opportunities provision within the area of the Committee's remit;
 - b. To provide Council with such assistance as it may from time to time require.

- 8) To advise the Director and Chair of the Development Committee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

The Committee for Archaeology reports to the Council

PUBLICATIONS COMMITTEE

The Publications Committee advises the Council on general publication policy and monitors its implementation. While prime responsibility for policy, initiatives, plans and timetables in the specific spheres of academic activity covered by the Committees for Archaeology and for Society, Arts and Letters rests with those bodies, the Publications Committee reviews and reports on the full range of publication and ensures that forward planning across that range is appropriate.

1. Membership. Chair; normally up to two further appointed members; UK editor of the *Annual*, managing editor of in-house publications, Chair of Council, Chair of Committee for Archaeology, Chair of Committee for Society, Arts, and Letters, Treasurer, Director; in attendance: nominated representative of the publisher of the *Annual*.

2. Periodicals.

a) To ensure the publication of the *BSA Annual* by entering into beneficial agreements with a publisher towards that aim.

To nominate the UK editor and to review annually the composition of the Editorial Board.

To receive progress reports on the preparation and production of each issue, and a final account upon publication; to receive reports on distribution and marketing.

To oversee agreements for shared access (e.g. JSTOR).

b) To receive minutes of the Editorial Board of *Archaeological Reports*.

To nominate BSA members of its Editorial Board.

c) To support the School's officers in the production of the *Annual Report, Archaeology in Greece Online* and such other material as may from time to time be required by the Council.

3. Monographs series.

To monitor and further the development of these series.

To receive reports from CfA and CSAL on publications policy, initiatives, plans and timetable in the spheres for which they hold principal responsibility.

Note: Volumes accepted for publication for series not produced in-house will be taken to production jointly by the editor/author of the volume in liaison with the publisher and the Director (*ex officio* series editor of CUP and Ashgate series) and as appropriate the Chair of the relevant committee. Volumes to be published in-house will be handled similarly by the editor/author and the Director as series editor supported by the managing editor.

To oversee and manage holdings of stock of volumes published in-house.

4. To ensure that any other publications that 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 establish financial objectives for the School's overall publication activity.

To produce budgets, stock reports and other financial information for in-house monograph publications as required by the Treasurer for the quarterly management accounts, and to submit an annual financial report on them to the Finance and General Purposes Committee.

6. To discuss and recommend strategies for the promotion of School publications.

7. To advise the Director and the Chair of the School of any fundraising needs and priorities, and assist in fundraising activities as requested by them.

The Publications Committee reports to the Council

COMMITTEE FOR SOCIETY, ARTS AND LETTERS

The Committee for Society, Arts and Letters has oversight of all research and research-related activity conducted in whole or part via the School that fall within or relate to the following disciplines: the fine and applied arts, anthropology, the social sciences, history, literature and linguistics, with primary reference to the fields of Modern Greek and Byzantine studies. 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 take a strategic overview of the management of the School's projects and areas of interest within the areas of its remit:
 - a. To determine priorities, so as 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 Committee in order to ensure timely publication of School projects;

- d. To assist the Publications Committee in maintaining a publications strategy appropriate to School needs;
 - e. To promote wide and effective use of the School Archive; to oversee the implementation of School policy on intellectual property; to receive from the Archivist an annual report.
- 3) To ensure that School research is undertaken to the highest standards:
- a. To monitor effective management of projects and to receive regular reports and accounts.
- 4) To promote awareness of all activities conducted by the School and its members that are relevant to its remit:
- 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;
 - a. To advise the Director and Archivist on aspects of Archive development and policy.
- 5) 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 Bursary for the Arts*), and to receive student reports).
- 6) To take responsibility for the development of policy as requested by the Trustees, and to be assured that School strategy is effectively implemented in the area of the Committee's remit.
- a. To advise the Director on relevant aspects of the annual British International Research Institutes (BIRI, formerly 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.
- 7) To advise the Director and Chair of the Development Committee 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

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 receive and approve all 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 the British International Research Institutes (BIRI, formerly BASIS) submission, and to scrutinize the text before submission.

- 2) To plan and direct fundraising activities (*this function is currently delegated to the Development Committee, 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, for Society, Arts and Letters, and Publications) 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 & General Purposes Committee reports to the Council

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

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:

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.

- 1) To identify potential Council members by all appropriate means (confidential recommendation, self-nomination, targeted search etc.).
- 2) 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.
- 3) To scrutinize potential nominees for Council and for senior non-executive offices according to Charity Commission recommendations to ensure their fitness to serve;
- 4) To conduct and monitor the nomination process to ensure equality of

opportunity, and to report to the Council on this issue.

- 5) To provide the Council with such advice as it may from time to time require.

The Search Committee reports to the Council

DEVELOPMENT COMMITTEE

The Development Committee advises and guides the Council on fundraising activity, and assists the Governance Committee in ensuring that it is conducted in compliance with relevant UK legislation, regulations, and recommended good practice.

Membership: Chair of Council (as Chair), Vice-Chair of Council, Director, Hon. Deputy Treasurer; up to six further members (appointed with the aim of ensuring that key skills and relevant experience are adequately represented); with the fundraising support team in attendance. The Committee may at any time co-opt additional expert advisors.

Functions:

- 1) To recommend to Council a strategy for fundraising, to oversee and monitor its implementation, and to monitor success.
- 2) To guide the work of its Executive Sub-Committee, and to receive from it regular reports on progress.
- 3) To review implementation of the Institute of Fundraisers' Code of Fundraising Practice and of relevant advice from the Charity Commission.
- 4) To liaise with the Governance Committee on matters of governance, particularly relating to membership of the School and to recognition of benefactions.

EXECUTIVE SUB-COMMITTEE

The Executive Development Sub-Committee is responsible for implementation of an appropriate fundraising infrastructure and for its effective and timely functioning.

Membership: Director (as Chair), Assistant Director, School Administrator, IT Officer, Fundraising Consultant, Project Assistant, in liaison with the School Secretary. It may co-opt other members as appropriate.

The Development 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 Committee to ensure timely publication of Laboratory projects;
 - b. To assist the Publications Committee 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 Development Committee 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 Subcommittee reports to the Committee for Archaeology

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; three other members including at least one senior and one early career 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, The Vronwy Hankey Memorial Fund for Aegean Studies, The John Morrison Memorial Fund for Hellenic Maritime Studies, The Fieldwork Bursary Fund, and The Hector and Elizabeth Catling Fund*).
- 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 Development Committee 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.

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 Development Committee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

The Crete Subcommittee reports to the Committee for Archaeology

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 Development Committee of fundraising needs and priorities, and assist in fundraising activity as requested by them.

The Area Subcommittees report to the Committee for Archaeology

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 Classical Association); 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 Development Committee 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.

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

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
