

The Future of the Past starts at Leiden University

Faculty of Archaeology

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Strategic Plan 2020-2025
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An Introduction to the Faculty

Since 1997, the University of Leiden has boasted an independent faculty for research and education in Archaeology, although the history of Archaeology as a discipline at Leiden goes even further back. As early as 1818, Casper Reuvers was appointed as the first ever Professor of Archaeology (in a specific field), and, at the same time, as the first Director of the National Antiquities Museum (the RMO).

In the years that followed, the university established specific profiles for Egyptology, Assyriology and Classical Archaeology. Gradually, new disciplines were added:

European Prehistory, the Archaeology of Western Asia, the Mediterranean and the Americas; Human Origins, Science-based Archaeology, Heritage and Museum Studies. These many strands have become woven together and have formed the Faculty of Archaeology into a rich tapestry of specialisations.

Research and education at the Faculty are coordinated by means of three Departments: *World Archaeology*, *Archaeological Sciences* and *Archaeological Heritage & Society*, each with its own focus and international network.

The Faculty's most treasured asset is its staff, who have great expertise and a wide range of skills. The Faculty is also fortunate in its first-rate facilities, located since 2014 at the Van Steenis Building in Leiden's Bioscience Park. Here, researchers, teachers and students benefit from advanced laboratory facilities in the fields of Material Sciences and Bioarchaeology.

Ambitions

In the past ten years, the Faculty of Archaeology has grown enormously. Our academic reputation is distinguished, as evidenced by the high position the Faculty holds in the QS World University Ranking. The Faculty draws students and researchers from the Netherlands and beyond, and has become a major player internationally.

It goes without saying that we intend not only to consolidate this strong position but to develop it further in the coming years. To this end, the Faculty will:

- Consolidate our excellent global reputation in the fields of Archaeology and Heritage Studies

- Expand the social impact of our research.
- Work to remain in the top five education programmes in Archaeology, and Heritage Studies in Europe.
- Actively contribute to innovative, international and more effective (and efficient) collaborations in education and research between faculties at the University of Leiden.
- Make an active contribution to the quality of archaeological practice and heritage policy in the Netherlands, and in other regions where the Faculty is active.

We intend to realise these targets in the period 2020-25 by:

1. Developing new strategies to maintain the high standard of research in terms of fund-raising, publication and impact.
2. Renewing and strengthening the Faculty's teaching programme to safeguard the future of the discipline and to optimally prepare future archaeologists and heritage specialists for the employment market.
3. Developing new formulae for collaborations and interdisciplinarity in a rapidly-changing academic setting and a dynamic society.
4. Streamlining the organisational structure of the Faculty.
5. Bolstering the financial position of the Faculty.

The Strategic Plan 2020-25 further elaborates on these goals, outlines priorities, and explains how these will be developed into concrete actions. The plan builds on the earlier Strategic Plan of 2015-20 (*The Future of the Past 2.0*) in which the emphasis lay, for the most part, on strengthening the Faculty's research programmes and portfolio; an objective we consider to have been very successful.

The Strategic Plan 2020-25 anticipates a fast-moving academic and social environment for Archaeology. Implementation of some fairly drastic policy developments in academic

education and research are expected, such as those advocated in the Plan Van Rijn (Wissels Om) 2019. (The so-called Van Rijn Committee was commissioned by the Education Minister in October 2018 to conduct research into the funding of higher education in the Netherlands. One of the committee's recommendations is that more money should be spent on Science and Technology. This means the four technical universities in the Netherlands will receive more funding at the expense of other universities, including UL.)

Below, new actions will be separately cited for Education, Research and Organisation (people, resources and facilities). We indicate which actions are planned for the coming years for each sector, which have already been initiated and, where possible, the effect achieved.

Collaboration and Connection is the key philosophy behind the new Strategic Plan 2020-25, both within and beyond the Faculty. The Faculty of Archaeology will cooperate with other faculties at Leiden to provide more appealing, innovative and efficient education to future generations of students.

The Faculty aims to become a partner with "added value" in research, primarily within the university's new so-called Stimulation Programmes, which contribute to a shared vision of stronger interdisciplinary research and a sharper profile at regional, national and international levels. Collaboration will also focus on institutes at home and abroad, and the formation of strong consortia, and on social partners who have an interest in our expertise and vice versa. Within the Faculty, internal collaboration will be encouraged and activities and resources will be equitably distributed.



Maintaining High Standards

Research at the Faculty of Archaeology is highly-regarded internationally, and in certain areas is among the best in the world. The Faculty has acquired this position through a broad and holistic approach to Archaeology, in which various theoretical orientations, and observations from field projects, laboratories, and Heritage Studies complement each other in thematic lines of research.

If the Faculty of Archaeology is to remain a leading player on the international stage, it will have to maintain its broad and integral profile. In 2017, the Faculty adopted a new research programme, with five major themes, to increase the interdisciplinary strength and scope of research at the interface of the Natural, Social and Human Sciences. These are:

- Human Niche Construction
- The Human Body
- Urban Pasts: Managing Diversity and Inequality
- Interaction and Identity
- Crafting Societies

Working together with other faculties, the Faculty of Archaeology also participates intensively in the new Stimulation Programmes at Leiden University, in particular:

- Museums, Collections and Society
- Liveable Planet
- SAILS (artificial intelligence)
- Social Resilience and Security

It is expected that by combining the strengths and knowledge of diverse faculties, Leiden University will lift research to an even higher level and provide it with a readily recognizable profile.

In the coming years, the Faculty of Archaeology faces a number of radical changes in the area of research. These will require new strategies and formulae

for fund-raising, publication and impact. Some of these changes relate to scientific developments, including social questions addressed by research, and others concern general shifts in the funding system for scientific research and education. We explain these below.

Archaeology: Connecting Science and Society

Currently, a scientific revolution is taking place within Archaeology. New applications, methods and techniques from the Natural Sciences, such as the analysis of Ancient

DNA and isotopes, mean that our knowledge of the human past is constantly changing. At the same time, society has a growing interest about its 'own' past and heritage. New challenges and opportunities include the applications of Citizen Science, Community Archaeology and community-driven Heritage Management.

So far, we may have given the impression that the challenges ahead are mainly for the Departments of Archaeological Science and Archaeological Heritage & Society. However, the Department of World Archaeology plays a pivotal role in the connection of these domains. It is the largest of the three

departments and includes the most extensive variety of specialisations. World Archaeology forms the backbone of the Faculty's research and will continue to fulfill that role in the future. There are at least three ways to achieve this:

- By developing theoretical frameworks and formulating over-arching research questions that appeal to interdisciplinary cooperation.
- * By further elaborating the themes of the Faculty research programme, the University's Stimulation Programmes, and by working together to identify specific roles

and opportunities for *Science-based Approaches* and *Heritage Perspectives*.
* By developing new, cross-cultural and cross-continental perspectives on important transitions in human evolution and the deep history of societies, and the increasing impact of humankind on the Earth System.

In this context, complex thematic relationships take precedence, rather than the traditional geographical division into area-oriented specialisations. By emphasizing connecting issues such as the deep history and historical backgrounds of globalization, migration and human niche construction,



interdisciplinary research is better connected. Such a unifying and integrating role for Global Archaeology and the Department of World Archaeology is not only of great importance to the coherence of the Faculty's research and education programmes, but also for developing large, interdisciplinary research applications (consortia) and for increasing the social impact of the research. New developments also require critical choices in investment in facilities and research infrastructure. Given the stringent economic situation, new cooperation strategies will be necessary to ensure the high standard of future research at the Faculty.

The Changing Landscape of Finances

The scientific and social developments mentioned above, together with new pre-conditions for the organisation and financing of scientific research, will be decisive for the Faculty's research agenda. University

research is increasingly characterized by interdisciplinary collaboration, consortia, entrepreneurship and ethical reflection. Nationwide, the Plan Van Rijn (2019) will lead to major shifts in the funding of academic research. A larger proportion of money is being invested in research in the field of beta technology, while resources for research in the field of Archaeology and Cultural Heritage are becoming scarcer. Against this background, there is also rapidly increasing competition at European level, for meagre funding for Archaeology, Social Sciences and Humanities.

The Faculty of Archaeology will have to become more inventive in combining personal research funding, forming successful consortia and utilizing opportunities in the consultancy sphere. The latter is also important seen against the accelerating scaling down of Archaeology at universities in

the Netherlands. In this context, the Faculty of Archaeology - as the largest domestic university player in the field of Archaeology and Cultural Heritage - is expected to provide a quality impulse for implementation practice in the context of national Archaeology legislation and government policy on Cultural Heritage.

Actions 2020-25

Against this background we have identified the following action points:

- 1. **2020-25:** Existing research, composed of five interdisciplinary core themes (*Perspectives on the Past*), will continue to concentrate efforts on broader initiatives and collaboration in research. However, the programme will be explicit in terms of how the Faculty's own research themes can add value to the new Stimulation Programmes of Leiden University and the LDE alliance. In particular, we will focus on collaboration with the LDE Centre for Global Heritage & Development and the SRON Netherlands Institute for Space Research. The Faculty is confident that there are good opportunities at the latter institute for technological developments which are interesting to both Field Archaeology and Heritage Management. The Faculty intends to investigate further how the research profiles of Heritage, Museum Studies and Archaeological Sciences can be better attuned to archaeological issues and interpretation frameworks, so that the links between the three departments can be further strengthened in research. Finally, we want to make better use of the possibilities afforded by Citizen Science within our research themes.
- 2. **2020:** The Faculty is developing a new

strategy for research funding which will combine its current strength in the field of personal grants with a greater strength in the field of consortium applications and - where possible - consultancy. To this end, the Faculty will work closely with LURIS and the Leiden Research Support (LRS). Attention will also be paid to aspects of academic integrity, and, in particular, intellectual property.

- 3. **2020:** The Faculty will draw up a plan for improving its research infrastructure, including its laboratory facilities. To this end, we will pursue collaboration with other parties at Leiden (the faculties of Science, of Social Sciences and Humanities, and the Leiden University Medical Centre), at other Dutch universities (in particular TU Delft, VU and WUR) and with partner institutions and renowned research institutes with whom the Faculty already has long-standing collaborations, such as institutes of the Max Planck Society (Germany). In drawing up this plan, we will investigate the concrete opportunities which are expected to arise from integrating our diverse laboratories into Leiden Archaeology Labs, with the intention of marketing its services and facilities to sister institutions and other parties.
- 4. **2020:** The Faculty will draw up guidelines for Scientific Ethics, in line with the *Code of Conduct, Integrity of Leiden University*.
- 5. **2021:** The Faculty will develop a Publication Strategy that optimizes the scientific visibility of its research results, taking into account the different publication cultures that exist within the Faculty and the desire for more intensive internal cooperation (for example by producing handbooks). The Faculty will work closely with the University Library



and the Centre for Digital Scholarship at Leiden University, especially with regard to Open Access and Linked Open Data (LOD). Explicit attention will also be paid to aspects of academic integrity, in particular with regard to guidelines for (co-) authorship. Existing guidelines, such as the *Vancouver Recommendations*, will serve as a starting point in this regard.

- 6. **2021:** The Faculty will develop an impact strategy to increase the social value and visibility of its research, based on best practices from recent research projects.
- 7. **2022-23:** The Faculty is investigating ways in which it can develop as a centre of expertise for wider society in the near future. This could include parties involved in archaeological market and heritage organisations in the Netherlands, and possibly in other

regions where the Faculty is active in research and education (such as the Caribbean). The Faculty will not only evaluate the potential of its subject specialisations, but will also consider pricing for specialists (consultancy) and the use of the laboratories. ARCHOL, Leiden University's professional archaeological company will be closely involved in these developments.





Improving the Curriculum

Traditionally, the Faculty of Archeology has offered a wide range of specialisations within its programmes. The Bachelor's degree (BA) has a broad structure and includes a Dutch and English language variant. Education is offered in *both* Dutch and English in the first Bachelor year only, and subsequently exclusively in English, though with the option to complete assignments, exams and the thesis in Dutch. In the Master phase, the specialisations are recognizable as foci and are linked to the work of the Faculty research groups. They are differentiated according to period (from Human Origins to Medieval Archaeology), geographical region (Europe, Mediterranean, Near East, Americas), theme (Heritage and Museum Studies), methodology (Bioarchaeology, Digital Archaeology) or a combination of these (for example, Material Culture Studies). The last three specialisations are categorised as Master of Science (MSc), the others as Master of Arts (MA). In addition, the Faculty also offers a two-year Research Master programme (RMA) in which students can further specialize and train their research skills more intensively. The RMA is considered to be the best preparation for a PhD track, and about 75% of our RMA students succeed in obtaining a PhD position after completion. All Master specialisations are offered in English only.

In 2016, an internal evaluation of the programmes concluded that education in both the Bachelor and Master phases required a thorough overhaul. A variety of reasons precipitated this review: shrinking student numbers (to less than 55 in the BA), large drop-out rates, and poor rates of completion (especially in the BA programme where less than 40% of the students obtained a degree after four years). Additionally, students expressed increasing dissatisfaction, there were shortcomings in the way students were prepared for employment, and the work-load for teaching staff had increased, due to the extensive, unique education on offer in the Master phase.

Furthermore, the Faculty's teaching programmes did not sufficiently meet the "new learning paradigm". The current generation of students studies in new ways: often online, using digital sources, and this presents great opportunities for intensive, activated and blended learning.

In 2017 we began the journey, setting out on a renewal process to improve the quality of the Faculty teaching programmes. This process is driven by the Faculty's new educational vision, which is in turn based on the ambitions of the university educational vision (Learning @ Leiden).

The New Bachelor Programme

The renewal of the BA programme began in 2017 and will be completed in 2020. The following changes have already been made:

- In addition to the Dutch-language Bachelor specialisation Archaeology, and the English-language Bachelor specialisation World Archaeology, a specialisation in Heritage and Society is now being offered jointly with the Institute for Cultural Anthropology of the Faculty of Social Sciences. This new specialisation is interdisciplinary in nature and prepares the student for Master programmes in either Archaeology or Cultural Anthropology. In the programme, students learn to set current social issues against the background of their long history and to use and manage the legacy of this history for reflection and education.
- In both Bachelor specialisations, teaching has been intensified into continuous blocks which include lectures, tutorials and laboratory training. Assignments provide moments for interim testing and experimental use is made of new forms of activated learning.
- The BA programme is more emphatically aimed at *combining* the learning of generic skills with knowledge acquisition. The programme provides degree-wide curricula for academic, professional and transferable skills, and individual curricula for World Archaeology, Heritage and Science.
- Field training (Field School) has been redesigned to include a variation for Heritage & Society.

- In the third year of the Bachelor, room has been created to follow a minor or to make a study trip abroad. Other options include an internship, which allows students to gain practical experience outside the university, and a BA thesis. To provide internships, cooperation has been intensified with social partners, such as the National Museum of Antiquities, Heritage Leiden, the Cultural Heritage Agency of the Netherlands and knowledge-intensive companies.
- The study profile at completion is a better fit with the Dutch labour market for archaeologists. A graduate at Leiden is recognised under the existing laws and regulations as formally qualified to engage in the field of Dutch Archaeology.

Other changes have also been made. For example, particularly gifted and motivated students are challenged to broaden, or deepen, their skills and knowledge within the Honours Programme of Leiden University. Education plans for PhDs are drawn up in collaboration

with the Graduate School so that they can strengthen their CV with experience in general and specialized teaching (“BKO Light”). A Recruitment and Communication Plan was drawn up to recruit more students for the BA, and, finally, a model has been developed to optimize process support for teaching, which includes a clear description and distribution of tasks, roles and responsibilities in the Education Office.

The results of these adjustments are positive. The intake figures now show an increase in the number of BA students, which is expected to stabilize at an entry of approximately 100 new students annually. The premature drop-out of students has been greatly reduced and the study-yield has increased significantly. Course and teacher evaluations show that students are satisfied with the programme and the quality of education. These improvements are confirmed by the Education Review (onderwijsvisiting) of 2019.

The New Master Programme

A revision of the Faculty’s Master Programme began in 2019.

- The huge number of specialisations (in total 21) previously offered in the Master phase (including the Research Master) have been reduced to four Master specialisations: Global Archaeology (MA), Archaeological Science (MSc), Heritage & Museum Studies (MA) and Applied Archaeology (MA). This makes the courses offered more transparent for the student and contains the workload for teaching staff.
- In 2019, the Faculty began a collaboration with the Saxion University of Applied Sciences (Deventer), creating the Leiden-Saxion Master in Applied Archaeology. This new Master’s specialisation links directly to Saxion’s BSc Archaeology and prepares students at an academic level for a professional career outside academia.

- In all Master specialisations, students may choose, in the final phase, to focus on the archaeology or heritage of a specific area or a specific period. In this way, the breadth of the specialisations at Leiden remains visible.
- The Research Master programme will provide for flexibility in personal study paths, so that tailor-made education can be offered to prospective researchers. In order to be able to offer a wide and varied range of courses, we will collaborate with other faculties.
- A new Recruitment and Communication Strategy will be developed for the Master programme, specifically aimed at recruiting students from abroad.

Measures to be taken in Education 2020-25

The Faculty of Archaeology will be introducing the following measures in the period 2020-25:

1. **2020-22:** Priority will be given to the full implementation and to the final evaluation of the new BA programme, and for the identification of areas for improvement. Priority will also be given to the continued implementation and to the mid-term evaluation of the Faculty’s new Master programmes (including the Research Master).
2. **2020-25:** External and internal communication about the teaching programmes will require continued, structural consideration in the coming years.
3. **2020:** The Faculty is investigating the desirability of using the BSc classification for the Bachelor programme, and the MSc classification for a number of



Master tracks, such as the Master in Applied Archaeology.

4. **2022-24:** The Faculty is considering offering a measured number of minors, preferably as a collaboration with other faculties on interdisciplinary themes.
5. **2022-24:** The Faculty is looking into the development of a joint Advanced Masters with Campus The Hague. This would be offered to professionals and others interested in Lifelong Learning. The study would not simply cover new developments in the academic field of Archaeology, Heritage and Museum Studies, but more specifically the legal and administrative aspects of policy-making (Heritage and Environmental legislation).
6. **2024-25:** The Faculty will investigate opportunities for combining online

teaching and learning (for example, the so-called “micromasters”) for students working remotely, for example in Asia or Africa. These courses would be based on the current teaching programme.

7. Apart from the innovations summarised here, the Faculty does not foresee any new Bachelor or Master specialisations being developed in the coming years, unless an attractive, and efficient, opportunity arises in combination with other faculties.



Strengthening the Organisational Structure: Towards an Efficient and Fair Faculty



The Departmental Structure

The organisational structure of the Faculty of Archaeology has been in transition for several years. In the past, the Faculty had a large number of research groups (formerly “Chair groups”), each with a high degree of autonomy. This autonomy led to the development of independent research agendas and specialist programmes in education, as well as to relatively free access to a personal (materials) budget. On the one hand, independence resulted in high-

quality research performance and a wide range of options for advanced students who want to specialize; but, on the other hand, it also led to undesirable competition for resources, facilities and positions, to limited transparency and to inadequate faculty coordination of research and teaching.

In 2013 it was decided to organize the Faculty more efficiently and transparently by arranging the groups into three departments: World Archaeology, Archaeological Science, and Archaeological Heritage and Society.

The formation of these groups underline the high degree of interdisciplinarity of Archaeology and Heritage Studies at Leiden. Insights and methods drawn from the Natural, Social and Historical Sciences are increasingly being combined and integrated. This interdisciplinarity has become a trademark of the Faculty, and the various disciplinary components can no longer be separated from each other, without weakening the Faculty’s clout in research and education. Moreover, with the introduction of the departmental structure and the

appointment of Departmental Chairs, an extra management layer has been added, so that the running of the research groups is more effective and administrative tasks can be better divided.

The detailed workings of the new departmental structure, however, have not yet been sufficiently well-articulated. Many staff perceive the departmental structure as unclear, or even as counter-productive to cooperation. Although steps have been taken to give the departments more weight in the Faculty organisation, research groups and project teams still form a loose conglomerate within their department, and true cooperation requires something more.

In recent years, therefore, the Faculty has focused on further streamlining the primary processes in relation to the departments, and the mandate of the Departmental Chairs. The starting point is a relatively light organisational structure. A matrix model, in which the Faculty’s education and research programmes intersect departments, creates a greater opportunity for shared responsibility, cooperation and flexibility. New prospects and initiatives to enhance the international and national profile of the Faculty can be more easily identified. Finally, the Faculty, with its high-quality research and education, can participate more effectively in cross-faculty developments, such as Leiden University’s new stimulation areas and inter-faculty education programmes.

The Faculty Community

The Faculty’s working climate and *corporate identity* will require extra attention in the coming years. The 2017 *Staff and PhD Monitor* revealed that the Faculty community

struggles with issues of social safety, scientific integrity and transparency.

There was dissatisfaction with the unclear distribution of opportunities for developing careers, and with the uneven allocation of resources, tasks and responsibilities. Early career researchers (PhDs and postdocs) seem to be particularly vulnerable, having a high workload and ill-defined position within the Faculty. Furthermore, their work is (too) heavily dependent on the leadership capacities of their supervisors, and the way in which these supervisors carry out *their* duties. Finally, their future is uncertain: their perception is that they are *used* for research and teaching, while being allowed little influence on the direction of the Faculty, nor on the development of the field as a whole. These are, of course, the very circumstances that determine their futures.

A specific point of issue with the academic staff is “culture”. It is our intention to create a

more supportive atmosphere of cooperation, in which, habitually, staff value each other’s qualities, offer peer support and have a genuine desire to see each other succeed. In recent years, the Faculty has launched initiatives to tackle these issues in a solution-oriented manner, such as developing a transparent policy for career development and promotion, implementing a new distribution model for tasks in education, research and management, and addressing concerns in the field of social safety.

In addition, the Faculty has undertaken the following improvements:

- In 2018, a full-time Communication Advisor was appointed, who is tasked with strengthening the community by improving internal communication, and, for example, maintaining a Faculty Event Calendar.
- In recent years, the Board has chosen to have certain events, such as the Faculty



Lectures and PhD Debates, realised bottom-up by the Faculty community. The community is also expressly involved in university and social events, such as the *Dies Natalis*, Open Days and the National Archaeology Days.

- In 2018, we appointed a Confidential Advisor for PhDs to address the concerns and complaints from this group quickly, confidentially and effectively. Complaints are a signal that the system has already failed, and it is hoped that measures to be undertaken in 2020-25 in the field of scientific and academic ethics will create a healthy environment where complaints become rare and exceptional.
- In 2018, a start was made on a transparent policy on career development at the Faculty, including clear promotion criteria and the establishment of a Career Committee.
- In 2018, a new model was implemented for the allocation of a budget for material resources to the research groups, based on the number of FTEs. This, so that the budget can be spent more transparently and in consultation.
- In 2019, a new Planning & Evaluation cycle was designed that better supports the staff in making choices and schedules, and which also better correlates with the university cycle.
- In 2019, the Faculty adopted a distribution model (*parameters model*) for the division of tasks in education, research and management. After gathering the greater experience and the calculation models used at fellow faculties, the model was implemented. A clear and fair distribution of tasks, roles and development opportunities contributes to a stronger and more cohesive community.



As we have said before, the true assets of our Faculty are our knowledgeable and highly-skilled staff. Our colleagues include academic staff and support staff, and both permanent and temporary staff (including PhDs and postdocs). Support staff are crucial for the organisation and implementation of the primary processes: a role that is often underestimated in academia.. In recent years it has become apparent that support roles could be organized more effectively at the Faculty, and we will shortly be inventorising support services. The Faculty Board will also look at where there are gaps in provision of support, and how these gaps can effectively be filled. As far as possible, we will employ flexible deployment and the utilization of expertise already available at the university. More generally, the integration of academic and support staff deserves attention.

Academic Staff

The number of academic staff in 2019 was 80 FTE. In 2018 a Reinforcement Plan was written, with the intention of expanding academic capacity at the Faculty, and to provide extra scope for carrying out the new teaching plans. By 2021 the plan will be fully realised. This plan provides five new positions (lecturers or Assistant Professors) for young, promising talents who have already proven themselves in research and education, and who are demonstrably skilled to perform well as team players. The new Assistant Professors are deployed broadly and flexibly in teaching, and are given the space and support to develop themselves as real innovators in the field of Archaeology, Heritage and Museum Studies. Once the reinforcement plan has been brought to

fruition, staff capacity will be sufficient for the new training programmes, the execution of management tasks and the consolidation of the quality of scientific research.

With a view to the academic stability of the Faculty, the Board is developing a new vision of the use and occupation of professorial chairs. In 2018-19, the Faculty discontinued a number of chairs, including those in the Heritage of Indigenous Societies and Archaeozoology. With the appointment of three new Westerdijk professors, the continuation of three other chairs has been anticipated. In 2019, work was begun on a new Chair Plan, which should be finalized in 2020 - after widely harvesting opinions from various fora and from our professors. The following principles are being employed:

- A number of long-term core Chairs have been designated within the Department of World Archaeology. The teaching assignments for these Chairs are being updated by means of a renewed geographical/chronological interpretation and by linking them to new scientific and social themes, such as urbanization, globalization, migration, sustainability, etc. This means that professors may function more effectively and widely in the teaching programmes of the Faculty, as well as in inter-faculty teaching collaborations and in the new stimulation areas of Leiden University.
- In World Archaeology, one or two new domains are identified which offer new development opportunities, for example where expertise in these areas is no longer present at other Dutch or European universities, or where they have an exceptional attraction for students and/or social partners.
- A limited number of new chairs will be



designated for Heritage, Museum Studies and Archaeological Science, - disciplines that are quickly gaining in scientific and social interest and importance.

- In the coming years, the appointment procedures for Chairs will focus on internal progression, based on outstanding performance. This will, in principle, take precedence over external recruitment for the foreseeable future. In selecting candidates, it is not just earning capacity, scientific output and social valorisation that is considered, but explicit attention will be given to leadership skills, team spirit, managerial experience and a combination of experience and success in teaching (curriculum development, SKO, etc.) and research.
- In 2020-25, the creation of special chairs will be very targeted and strategic.

Facilities and the Faculty's Laboratories

The Faculty's laboratories are an important asset for both teaching and research. Currently, the Faculty has facilities for preparing samples for isotope analysis, and five specialised laboratories:

- Archaeo-osteology
- Archaeozoology
- Computational Archaeology
- Material Studies
- Palaeobotany

The current laboratories are high-class facilities, although the quality of some will need upgrading in future. The laboratories are managed by staff and research groups of the Department of Archaeological Science. The Board has taken the decision to integrate the laboratories into a central facility:

Leiden Archaeology Labs. Under this new branding, the labs can develop cohesively. Leiden Archaeology Labs will identify new opportunities, set priorities for the demand from teaching, and for activities emanating from second and third stream funding, as well as for third parties. To this end, an inventory of all interested parties will be made, and internal and market rates set for the use of the facilities and the deployment of specialists.

The Faculty of Archaeology will have to make smart choices regarding investments in laboratory personnel and materials. These will include strategic cooperation with partners, both in the Netherlands and Europe, so that the Faculty can maintain the high standard of its research in specialised areas and continue to be a centre for

methodological innovation. In addition, the basic infrastructure for paleobotany, archeozoology, computational archaeology and archeo-osteology (physical anthropology) and for various material analyses must be maintained.

Communications

Communications are not only about the effective exchange of information and the coordination of processes internally, but also ensure that the Faculty's research and education becomes even more prominent in the world beyond the university. In January 2018, the Faculty appointed an all-round Communication Advisor (1.0 FTE). This was a step towards centralizing communications at the Faculty. The next step was taken



in June 2018 with the establishment of a Communication Department, in which the Communications Advisor was joined by an Event Coordinator and a Student Ambassador.

In 2018 and 2019, the foundation was laid for new, improved internal and external communications at the Faculty. This remains high on the agenda in 2020. In 2019, a new Faculty Communications Plan was written, which will be implemented from 2020. This will lead to a professionalization of communications targeted at the following groups:

- Faculty staff (sub-plan for internal communication)
- Prospective Bachelor and Master students (sub-plan for recruitment and marketing communication);
- Alumni (now also specifically aimed at alumni outside the Netherlands)
- External researchers for partnerships and research consortia (sub-plan for external communication);
- The professional field, in particular professionals (ditto);

- Subsidy providers, journalists and other interested parties (ditto).

When implementing action points from the new Communications Plan, care will be taken to align communication activities at the Faculty of Archaeology with the communication goals of Leiden University as a whole. This does not mean that goals and methods have to be identical, but that the same general direction is followed.

Improving the Faculty's Financial Situation

In the past decade, the financial fortune of the Faculty has waxed and waned in terms of income from teaching and from the second and third flow of funds. The Faculty has been adversely affected by cuts that have been implemented since 2017, and these, together with some unfortunate choices made in the past, means that it is now crucial to strengthen the Faculty's financial situation. Its financial position will therefore remain one of the most important Faculty issues for the coming years and the Faculty community should be made aware of the urgency. It is

against this background that the established system of personal budgets (BSFs) will be abandoned in due course, and more emphasis will be placed on the strategic use of resources in the collective interest.

Actions 2020-25

To further shape the ambition of a healthy, transparent and fair organization, the following actions are planned:

1. **2020:** Designing, executing and monitoring clear HR guidelines that are objective and verifiable, not only for appointment and promotion policy, but also for tenure track policy and the system of sabbatical leaves.
2. **2020:** Drawing up, testing and implementing a new long-term Chair Plan (2020-2030).
3. **2020:** Developing clear and verifiable financial regulations with regard to invoices, (central and decentral) payments, expenditure and investments.
4. **2020:** Implementation of the new Communications Plan 2020-2025.
5. **2020-21:** Implementation of the aforementioned planning and evaluation cycle, setting fixed times each year when attention is paid to personnel (development), finances, project portfolio, investments, etc. The associated consultation takes place in and with the departments, relevant committees and the Faculty Council.
6. **2020-21:** Development of a Faculty "Code of Conduct" with house rules, partly on the basis of recommendations from the 2017 personnel and PhD monitor.
7. **2020-25:** Further professionalization of educational support, in line with developments taking place at institutional level.



The International Community and Diversity

The internationalization of the university community, and in particular of the student population, is an important issue on the political agenda in the Netherlands. The discussion focuses in particular on the importance of Dutch-language education as a factor in the preservation of Dutch identity, and on the recognisability of Dutch university culture.

Over the past five years, the Faculty has acquired a distinctly international character. This is due to the rapid increase in numbers of students from abroad, as well as the international orientation of the Faculty's research. Another contributor is the success of English-language courses in the field of Archaeology and Heritage. The Faculty's international reputation has strengthened (as is evidenced by the Faculty's high position in the QS Ranking by subject) and the network of international partners has been further expanded. The share of international students in the Bachelor and Master programmes has grown to >30% and >50% of the student community, respectively. Dutch students are increasingly opting for the English-language programmes offered by the Faculty in order to increase their international outlook and their opportunities. More than 50% of the PhD community comes from abroad: from other European countries, North and Central America, the Caribbean, Asia and Australia.

Continuing the international exchange, our Master students are, in turn, given plenty of opportunities for research outside the Netherlands and Europe. The profile of the academic staff of the Faculty has mirrored this development and now also largely consists of colleagues bringing their talents in from abroad.

The Faculty intends to further develop its international profile in the next five years. This is necessary for the following reasons:

- Internationalization contributes to the quality of the courses. Worldwide, Archaeology is characterized by a mosaic of intellectual and cultural traditions that feed the profession in different ways. The latter may apply even more strongly to the Heritage disciplines. A diverse learning environment is the best preparation for working in this sector.
- Many of the career prospects of Archaeology and Heritage students are located in an international context. Our students should be prepared for a roaming existence and cultural flexibility in order to take full advantage of scientific and professional opportunities.
- To provide the Faculty with sufficient critical mass to guarantee the high quality of research and education in the future, continued internationalization is necessary.

In recent years, the LAS Terra study association has been highly motivated and hard-working in strengthening the Faculty's international profile. This study association is very active, popular among students, and has explicitly placed the internationalization of the student population on its agenda.

Although the Faculty of Archaeology aims to further strengthen its international profile, it will, of course, continue to safeguard the interests of Dutch students, Dutch-language education and Dutch academic culture. The Faculty will ensure that the influx of Dutch students is not compromised, but will preserve a healthy "mix" of students from different countries and cultures. In addition, the Faculty will make more concerted efforts to ensure that staff members from abroad make progress with their Dutch language skills, so that they can actively participate in university administration and Dutch society.

The diversity of the Faculty community will require extra attention in the coming years. Although the community has a distinct international character, it is still predominantly "European". Archaeology and Cultural Heritage, however, are exactly the kind of scientific and societal domains that interface with issues of origin, cultural identity and inclusivity. The Faculty seeks to better reflect the social diversity associated with these issues: not just cultural diversity, but also gender diversity, for example. To encourage Faculty policy development in the field of diversity, a Faculty Diversity Committee has been set up, which will develop its own agenda in 2020.

Contributions to the Hague Campus

Over time, the different components of the university, in Leiden's city centre, the Leiden Bio Science Park and the Hague's Leiden University Campus, have become inseparable from each other. As we move forward, UL is increasingly becoming a *civic university* as it responds to developments largely emanating from the Hague campus. The social embedding of university education and research, the strengthening of the regional network of partners around the university, and the connection with the 'DNA' of the city are central to this.

The Hague Campus Strategy 20-25

So far, the Faculty of Archaeology has not had a significant role in developments at Campus The Hague. This will change in the next five years. The Faculty sees good opportunities to actively contribute to, and take advantage of, the new civic profile of the university as set out in the new plans for the Hague campus.

The Faculty has responded positively to an invitation from Campus the Hague to contribute to dialogue about the design of new interdisciplinary and interfaculty Master programmes, although the Faculty's commitment to its own ongoing programme of educational innovations makes us cautious at this stage. We do, however, see great opportunities in the context of the proposed *Academie Boulevard*, which the Hague campus envisages as a means of promoting intensive cooperation with the city of the Hague, and with its other higher education institutions. Together with the LDE Center for Global Heritage & Development and the new Centre for Museums, Collections & Society, in which the Faculty is closely involved in the context of the new university Stimulation Programmes, a plan is being developed to create a Heritage Academy on the Academie Boulevard. This Heritage Academy will focus in particular on:

- Offering Lifelong Learning courses in Archaeology, Cultural Heritage and Collection Building.
- Providing postgraduate education to professionals, following the example of the success formula of the Advanced Masters of the Faculty of Law.
- Connecting the Faculty of Archaeology, LDE Center for Global Heritage and the Centre for Museums, Collections & Society with national and international partners and institutions in the region.
- Strengthening the regional network of partners and centering it around the Faculty of Archaeology, creating a physical meeting place for heritage services, archaeological services and relevant knowledge-intensive companies.



Implementation of the Strategic Plan

The planned actions of the new Strategic Plan of the Faculty of Archaeology will be prioritized by the Faculty Board in the Spring of 2020 and will be included in a Faculty Road Map that provides for a phased approach with milestones and products marked in time.

The action points selected for 2020-21 will be submitted to Faculty committees, for advice and further elaboration. The prioritized actions will be developed by the committees into concrete implementation plans with SMART-formulated goals and business cases.

It should be noted that much work cited here has already been done since 2018-19.

In autumn 2020, the implementation of planned actions can be included in the budget. This process can be repeated for the years 2022-25. The Faculty will strive to keep the implementation of the planned actions and implementation plans within the Faculty's (long-term) budget.

Planning for 2020:

- Q1:** The Faculty Board makes a final selection and prioritization of the action points, and visualizes and communicates these in the form of a Road Map.
- Q1:** The Faculty Board presents the prioritized action points for 2020-21

to the Faculty committees for advice.

- Q2:** The Faculty Committees translate the action points into implementation plans and business cases.
- Q3:** Where appropriate, the business cases will be included in the budget for 2021.
- Q4:** Start of the implementation of prioritized actions for 2020-21.
- Q4:** The Faculty Board makes a final selection and prioritization of action points for 2022.

The Power of Connection

It is the power of connection that is the common thread that runs through the plans of the Faculty of Archaeology in the period 2020-25.

The Faculty has identified exciting new opportunities, such as the intensification of inter-faculty cooperation in education, the establishment and implementation of new Stimulation Programmes and a developing university profile as a civic university, forging even stronger links between academia and society. Cooperation with other faculties will be more important than ever, particularly those with related research groups, and courses in which cooperation is obvious, such as:

- Cultural Anthropology (Social Sciences)
- Biology and Environmental Sciences (Science)
- Ancient History, Antiquities, and Museum Studies (Humanities)

Opportunities for collaboration with other groups, study programmes and faculties will also be explored, such as in the fields of Human Evolution, Heritage Studies and Advanced Masters. The LDE Center for Global Heritage & Development and the new Centre for Museums, Collections & Society will act as “connectors” in the latter context. In addition, there will be more intensive collaboration with Leiden University College (LUC), both in the Bachelor programmes and in research.

Collaboration with fellow institutes in the Netherlands, such as the archaeological institutes in Amsterdam (ACASA), Groningen (RUG) and Deventer (Saxion), as well as the National Cultural Heritage Agency (RCE), is important. Through this cooperation, it is hoped to halt the decline in academic Archaeology and to arrest the loss of unique expertise, while giving new quality impulses to archaeological performance practice and the heritage sector.

It is also essential to intensify cooperation with fellow institutes outside the Netherlands, so that the Faculty can be a partner in consortia, helping to shape fresh, innovative interdisciplinary research. Collaboration with social partners and partners of industry will allow the Faculty to develop successful formulae for increasing the impact of our research.

The Faculty realises that a successful long-term impact is mainly guaranteed by the teaching programmes. Impact is what our students deliver! It is they who potentially make the greatest contribution to society, by innovative, unconventional and critical thinking; by devising creative and original solutions for social issues and by participating in ground-breaking advances.

Finally, the principles of cooperation and connectiveness also apply to the Faculty community itself. If our Faculty is organized in a fair way and has a strong sense of its own identity, then our staff will have a sense of belonging; they will work together with greater pleasure, perform better and really commit to being part of a close and authentic community. These core values are just as important to the Faculty of Archaeology as scientific reputation.



