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MEMORANDUM

ATTENTION Senate **DATE** September 26, 2012
FROM Jon Driver, Vice-President, Academic and Provost, and Chair, SCUP **PAGES** 1/1
RE: Faculty of Environment: External Review of the Department of Archaeology (SCUP 12-34)

At its September 19, 2012 meeting SCUP reviewed and approved the Action Plan for the Department of Archaeology that resulted from its External Review.

Motion:

That Senate approve the Action Plan for the Department of Archaeology that resulted from its External Review.

encl.

c: C. D'Andrea
J. Pierce



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MEMORANDUM

ATTENTION Jon Driver, Chair, SCUP **DATE** September 11, 2012
FROM Gord Myers, Associate Vice-President,
Academic and Associate Provost **PAGES** 1/1
RE: Faculty of Environment: External Review of the Department of Archaeology

Attached are the External Review Report on the Department of Archaeology and the Action Plan endorsed by the Department and the Dean.

Motion:

That SCUP approve and recommend to Senate the Action Plan for the Department of Archaeology that resulted from its External Review.

Following the site visit, the Report of the External Review Team* for the Department of Archaeology was submitted in March 2012.

After the Report was received, a meeting was held with the Dean, Faculty of Environment, the Chair of the Department of Archaeology, and the Director of Academic Planning and Budgeting (VPA) to consider the recommendations. The Department prepared an Action Plan based on the Report and these discussions. The Action plan was then submitted to the Dean who endorsed it.

The Reviewers stated;

“Overall, our assessment of the Department of Archaeology is extremely positive. This department is nationally and internationally respected with excellent faculty, students, and staff. The Department has been and continues to be one of SFU’s jewels. Its particular strengths lie in the world class research conducted by its outstanding faculty, its state-of-the-art laboratory and teaching facilities, the quality of its academic programs (and particularly their laboratory-based foci), and the overall collegiality and commitment of staff, students, and faculty.”

The Reviewers made a number of recommendations covering the agreed Terms of Reference.

SCUP recommends to Senate that the Department of Archaeology be advised to pursue the Action Plan.

Attachments:

1. External Review Report – March 2012
2. Department of Archaeology – Action Plan

*** External Review Team:**

Dr. Susan Pfeiffer (Chair), University of Toronto
 Dr. Patrick V. Kirch, University of California, Berkeley
 Dr. Barbara J. Mills, University of Arizona
 Dr. Gregory Dow (Internal), Simon Fraser University

CC John Pierce, Dean, Faculty of Environment
 Catherine D’Andrea, Chair, Department of Archaeology

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External Committee Members:

Dr. Susan Pfeiffer (Chair), University of Toronto

Dr. Patrick V. Kirch, University of California, Berkeley

Dr. Barbara J. Mills, University of Arizona

Internal Committee Member:

Dr. Gregory Dow, Department of Economics

I. Introduction and Overview

This report summarizes the external committee's review of Simon Fraser University's Department of Archaeology. We thank the Department of Archaeology and SFU's administration for inviting us, for their willingness to answer our many questions, and for providing the detailed background documentation to allow us to perform our evaluation of the program.

Our review took place over three days, February 29th through March 2nd. We initially met with senior administrators at the downtown Vancouver campus, and then spent the remainder of our visit with faculty, staff, and students at the SFU main campus in Burnaby. During our three-day visit, we reviewed all key aspects of the department that are summarized in the self study. We toured the physical facilities, met with personnel, and assessed department resources in the context of research, outreach, and teaching. We discussed with colleagues the undergraduate and graduate programs. Conclusions and recommendations arising from the review are not necessarily limited to any single aspect of the department's mandate. They tend toward overarching themes of human resources, graduate and undergraduate training programs, space, relations between neighboring units, and conceptual strengths of the department.

Overall, our assessment of the Department of Archaeology is extremely positive. This department is nationally and internationally respected with excellent faculty, students, and staff. The Department has been and continues to be one of SFU's jewels. Its particular strengths lie in the world class research conducted by its outstanding faculty, its state-of-the-art laboratory and teaching facilities, the quality of its academic programs (and particularly their laboratory-based foci), and the overall collegiality and commitment of staff, students, and faculty. In terms of subject areas, the faculty and course strengths lie in archaeological sciences, First Nations studies, and human evolutionary sciences. The movement of Archaeology into the Faculty of the Environment is supported at all levels, from the students to their Dean, and they are already engaged in visionary interdisciplinary research and training. We agree that this move into the new Faculty of the Environment is a positive step that opens up a number of exciting opportunities.

More specifically, we now summarize our perspective on each of the four "Terms of Reference:"

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1. *The quality of the unit's teaching programs.* Both the undergraduate and graduate teaching programs are excellent. Undergraduates are well-served by the range of lecture and laboratory classes that are available. Graduate student training is largely based around an apprentice model, which works particularly well for the Ph.D. students. The engagement of both undergraduate and graduate students in faculty research is high; students have been well-placed in academic and applied settings, and the faculty are committed to providing mentorship. Nonetheless, recent dramatic increases in undergraduate student enrollment coupled with decreases in the number of Department faculty put at risk the ability of faculty to continue to mentor graduate students at such high intellectual levels. To correct this dangerous trend we recommend small decreases in the number of graduate students and most importantly, increases in the number of tenure-stream faculty (a minimum of two in the short term) to help with the supervision of graduate students. A lecturer position should also be created to alleviate some of the burden of teaching undergraduate classes.
2. *The quality of faculty research.* There is no question in our minds that the Archaeology Department excels in the area of research. There are two CRC chairs (Welch and Collard), one MCI grant (Nicholas), and they and other faculty members have brought in a remarkable number of high profile grants (such as the innovative Hakai Initiative co-directed by Dana Lepofsky). The laboratories that we visited were clearly zones of intellectual engagement among undergraduates, graduate students, post-doctoral scholars, visiting scholars, and faculty. Faculty are pursuing cutting edge research in ancient DNA, paleoethnobotany, First Nations studies, geochemical analysis of artifacts, evolutionary anthropology, natural and cultural resource management, and historical archaeology. Their research is international in scope, with research projects in the Americas, Africa, and Oceania. The Department has recognized through its staffing plan the need to re-establish its presence in two areas, biological anthropology¹ and environmental archaeology. Environmental archaeology is an emerging area that needs more faculty research, especially given the move to the Faculty of the Environment and the great potential for synergistic collaboration between the archaeological sciences, geography, and conservation. We will comment further on these two positions. Ironically, one area that is no longer as well-represented--but is the area where many of the Department's students ultimately seek employment--is the archaeology of

¹Biological anthropology, called physical anthropology in older usage, is the study of humans and their close relatives within an evolutionary framework. It includes a range of scholarship from primatology through human genetics. Human osteology is that aspect that uses evidence from human skeletal remains to interpret the past. Osteologists tend to self-define into two groups: those who focus on recent events of legal importance (forensic anthropologists) and those who focus on the study of human remains from archaeological sites, understood and interpreted by considering the context from which they derive (bioarchaeologists). While the term can be confusing, bioarchaeology is a term that has become established in North America for a type of biological anthropologist. It will arise often in this report.

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British Columbia. Indeed, the Department originally built its reputation on its cutting edge research in the Pacific Northwest region. The number of jobs available in this region is high and this areal emphasis deserves reinvigoration through the new faculty lines. We recommend that new faculty hires in bioarchaeology and environmental archaeology include consideration of candidates who can add strength to this long-standing regional focus.

3. *The role of Department members in governance and dissemination of knowledge.* We are impressed by the active role taken by Department members in self-governance and in sharing administrative duties. In our visit we met with faculty who wear many hats because of their participation on multiple committees within the Department. There is an active seminar series that provides Department members with opportunities to share their research. The Department also has a newsletter and web site with up-to-date information on Department activities. The students are well-organized and participate in cross-mentoring between graduate and undergraduate programs.
4. *Departmental climate.* The working environment is, as far as we were able to discern, highly conducive to attaining the Department's goals. The major areas of concern are that faculty and staff are demonstrably overworked, creating stresses on individual departmental members, particularly those with a large number of advisees and funded projects. The loss of five full-time faculty since the last review has resulted in workload issues that have already led to significant morale problems. We would emphasize that this is not just the "usual" tendency of faculty in any department to bemoan their workload--the Archaeology faculty at SFU are indeed, in our considered opinion, facing burnout. This problem needs to be corrected as soon as possible before the environment further deteriorates; the only solution is faculty renewal with new tenure-track lines.

In the following paragraphs we briefly summarize our recommendations with specific reference to those aspects of the "Terms of Reference" of particular interest to the Department and the University:

1. *The Department's faculty renewal plan.* We address this in more detail, below, but we find the faculty renewal plan for two new positions to be the minimum required for the Department to sustain its research and teaching programs. Indeed, the Department has been conservative in articulating their needs in this area. The two general areas of concentration named by the Department for these lines, one in biological anthropology and the other in environmental or scientific archaeology are entirely appropriate; these would complement other faculty and fill important areas that cannot be covered with existing faculty. We do, however, have a serious concern with the suggested requirement that the biological anthropologist also take on responsibility for giving significant

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attention to the Forensics Center. We discuss this problematic issue in more detail below.

2. *The Department's options for growth in staff.* The Department is fortunate to have a dedicated and energetic staff. An area of particular concern is the need for growth in staffing the Museum. As previous review teams have repeatedly pointed out, the Museum is an important resource for teaching. Moreover, it is the repository for irreplaceable collections generated by the Department's research programs. The current single curator line should be supplemented by at least a .50 FTE position to ensure that the collections are being adequately maintained and made available for continuing research and education. The next most challenging area for staff is in the technical and IT support for laboratories, which is already inadequate for some projects. This will be addressed below. In addition, the split job descriptions for some of its staff members, such as budgeting/academic advisor, are areas that could readily be justified as two positions, especially in light of the significant growth in the undergraduate program and enrollment in undergraduate classes.
3. *Best strategic options for integration with the Faculty of the Environment.* The Archaeology faculty are already well positioned to integrate with the Faculty of the Environment. One faculty member has a split appointment with the Department of Resource and Environmental Management (REM) (Welch), while another faculty member has a major funded project in collaboration with REM, the Hakai Network (Lepofsky). These two projects provide excellent prototypes for continued interaction and growth. Obvious areas for this kind of synergy include the historical analysis of ecosystems transformation by human agents, along with their contemporary management and conservation. Some specific areas of overlap include zooarchaeology with an emphasis on human impact and modeling of resource abundance (e.g., salmon), and fire ecology through micromorphology studies that would complement other geoarchaeological approaches (e.g., PXRf geochemistry). We see opportunities with Geography that are currently not being taken advantage of, particularly in remote sensing and spatial analysis (e.g., Geographic Information Systems or GIS). GIS in archaeology is a major area of employment for students in applied and university-based archaeology and could be much better integrated through faculty and student research and training.
4. *New and emerging areas of teaching and research for the Department.* The Department is already at the cutting edge of many kinds of research and training in archaeology, particularly in archaeological science and First Nations research. The latter has been so successful that it has budded off to form a new program, with courtesy (Nicholas and Welch) and cross-appointments with the Archaeology Department (Yellowhorn and Reimer). These cross-appointments need to be carefully nurtured to ensure that workloads in both programs remain balanced. In terms of the range of archaeological sciences that are already

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represented, the ancient DNA research (Yang), evolutionary anthropology (Collard), paleoethnobotany (D'Andrea and Lepofsky), and geochemistry (Reimer) coverage is excellent. It is obvious, however, that there are other areas of archaeometry/archaeological sciences that would add strength, in particular an environmental archaeologist who might focus on zooarchaeology, landscape-scale geoarchaeology, or lithics. Archaeological ceramics is represented by Burley, but could also be an area of future growth. The Department added an historical archaeologist (Jamieson), though this, too, is an area with considerable future potential for growth. Most of these areas intersect with training that students need for cultural resources management, which is one of the most important employment sectors.

5. *Balance between archaeology and biological anthropology for undergraduate and graduate programs.* There is a slight imbalance in that biological anthropology is less well represented than archaeology. This is why the faculty plan prioritizes a biological anthropologist over an archaeological scientist. We agree with this prioritization.

In sum, the Department's research and teaching quality is very high, there is active participation on the part of its members in administration and dissemination of knowledge, and the departmental culture and working environment is on the whole conducive to attaining their objectives. The ability of the Department to maintain their reputation as one of the top research and teaching institutions of archaeology is, however, at considerable risk as is the quality of their undergraduate and graduate teaching programs. Faculty losses have been tremendous and the teaching and research programs are unsustainable without additional faculty resources. The gap between the level of excellence in the department and their human resources, particularly at the faculty level, is striking. The remainder of our review addresses specific aspects of the Department and its programs.

II. Physical Facilities and related matters:

Research and teaching laboratories:

The research and teaching laboratories are both spatially extensive and well equipped, while the study and convening spaces for students are all adequate, and in some instances are more than adequate. The research labs in particular benefited from the relatively recent construction of the new building. Indeed, the urgent need is to renew tenure-line faculty positions so that these state-of-the-art labs get the full use they deserve. The Department has done an excellent job of organizing and maintaining extensive teaching and research space, as well as its impressive comparative collections for laboratory study and research. However, it cannot with its current diminished faculty complement optimally use all that space. While in general the labs are in good condition, some of the space is inadequately equipped and other areas house equipment that is depreciating or becoming outmoded. One example is the dark rooms for developing photographic and radiographic film. There have been substantial changes in technology since these spaces were designed.

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The photographic darkroom seems to get little or no use and should perhaps be redesignated for another purpose.

The most prominent example of “overbuilt” facilities are the rooms in the Centre for Forensic Research (CFR) that are associated with autopsy and skeletonization of forensic specimens. This space is attributed to Archaeology. Features include security controlled entry, freezers for storage, and special ventilation. At present, this space is receiving little use. One of the recent retirees from Archaeology (Skinner) was, for most of his career, a very active forensic anthropologist in addition to being a bioarchaeologist. [as per the footnote, in North America, bioarchaeology is the study of human remains from archaeological sites, understood and interpreted by considering the context from which they derive]. With time, the forensic role was emphasized. As a Diplomate of the American Board of Forensic Science, Professor Skinner maintained an active service and consulting routine, and much of Archaeology’s space was purpose-built to that end.

While our ambit did not include the Criminology program, we were told that there are historic linkages between that unit and the British Columbia coroner’s office. That office relies on the CFR from time to time, to assess skeletal remains (human or animal) associated with forensic contexts. However, insofar as the services provided by the Centre are not mandated by the justice system, demand is difficult to gauge. We were also told that remuneration for cases is modest, probably less than the actual cost of carrying out the case investigations.

There does not yet appear to have been a costing exercise at SFU, incorporating the utility and maintenance costs of the forensic lab space. In years to come, such an exercise is likely. The Department is urged to take a realistic approach, and to consider bartering some of its space for a permanent faculty line in association with the transfer of the forensic responsibilities to Criminology. The university needs to protect the interests of Archaeology in discussions about the reallocation of space, acknowledging that without the leadership of that Department, SFU would not have been in a position to take a leadership position in forensic matters.

The Museum:

The University has set aside considerable space for the Museum. It is an impressive institutional resource, all the more so when its limited staffing is noted (one full time curator, who is not a faculty member). The curator is highly dedicated to her job, and has been effective and innovative. In recent years she has enhanced awareness of the Museum’s holdings and activities through web-based tools. Undergraduate students stressed the Museum’s value to their learning experience. The integration of the museum into the core activities of the department has been addressed in past years, although its operations remain functionally quite autonomous. An example of the connections relates to the Museum cataloguing artifacts and images of faculty members’ excavations. Non-diagnostic materials and field notes are kept in the Department. We recommend that the Museum

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work with the Library and the University Archives (where appropriate) to ensure that all documentation of excavations by faculty members are properly archived.

The Museum is perceived as centrally important to the Department. Largely because of its very limited infrastructural support, the curator is planning an internship program through which curatorial activities can occur. This should be considered a pilot program, as it is not clear whether staffing is adequate to execute the program. We strongly recommend that a permanent part-time staff position be added to the personnel complement of the Museum, to assure its function in the years to come.

III. Departmental Personnel:

Support staff:

The quality of the staff and faculty is impressive. Their collective commitment to the mission of their department and the university was consistently conveyed. Support staff, contract teachers and permanent faculty are well trained and fully engaged in their collective mission. One area of weakness was consistently noted, however, in the area of IT support. Current support of both high level computing and day-to-day computer support for faculty and students falls on the laboratory technical staff, who have many other responsibilities and were never trained specifically in IT. We recommend that the Dean of the Faculty of the Environment review staffing across all three departments to assure that staffing with respect to IT support is adequate. Some centralization of IT support within the Faculty would seem a reasonable objective.

Teaching/research faculty performance:

In our opinion, the demonstrated quality of research being pursued by regular faculty is exemplary. Measures of research impact for faculty are impressive; these include citation indices (such as the ISI Web of Science h-index) which leave no doubt as to the high productivity and international visibility of the Department's faculty. This small cohort has achieved linkages with international bodies like the Chinese Academy of Social Science. Two are CRC chairs. They hold major grants from both external (SSHRC-MCRI) and internal (CTEF) bodies, as well as charitable foundation (the Hakai Network). It is a credit to the departmental chair that the teaching release components of these programs have been handled so well, with generally excellent lecturers keeping the program going. Faculty and student research receives attention from local and broader communities, and the pace of publication is good. While they have generated substantial external grant support, it appears that are not currently realizing any benefit for this productivity through the Tri-Council indirect costs program. We recommend that the Dean of the Faculty of the Environment establish a practice in which a portion of the funds directed to the Faculty is conveyed to the Department. An in-house monograph series, Arch Press, might better serve the Department if it were converted to an on-line resource.

Because of recent departures arising from retirements and administrative shifts, the Department is most notably short-staffed with regard to tenure-line faculty members. It

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appears that the unit's transfer to a new Faculty of the Environment and challenges to the institution's budget delayed what would ordinarily have been straightforward replacements when, for example, Prof. Driver became Provost, and when Profs. Skinner, Hayden, and Carlson retired. As a result the faculty complement has declined from 12 to 8.5 FTE since 2007. Five years ago, nine of twelve laboratory-based courses were taught by tenure-stream faculty; currently this number is four. Every group we interviewed commented on the problems created by the shortage of regular, tenure-stream faculty. ***The most important conclusion of this review is that those lost faculty positions need to be filled, without delay.*** In our view, the Department should be allocated two faculty lines immediately. We agree with the general direction of departmental priorities regarding these two positions, namely that one should be in biological anthropology and the other environmental and/or scientific archaeology. However, in each case we offer suggestions about fitting these positions into the current and future orientation of the department.

With respect to the biological anthropology position, the self-study describes this person as at least partially "forensic" in expertise. However, our Committee unanimously feels that the person's primary focus needs to be in bioarchaeology, in keeping with the core mission of the Department's programs and research direction. It is reasonable to expect this person to explain to students the relevance of archaeology to forensic questions (and indeed to public health issues), but the person need not maintain a forensic caseload. Personnel and infrastructure are so stretched that this service function cannot continue to be justified. Responsibilities of such a new appointment may include an undergraduate course in forensic archaeology (including archaeological recovery methods that would reinforce method and theory themes), or a "plagues and peoples" course about health in the past. Both these topics have proven to be popular as "breadth" courses elsewhere. The bioarchaeologist should be prepared to teach and carry out research about the people who have traditionally provided a focus for the department: the First Nations of Northwest North America and the Pacific Region. If the University wishes to maintain forensic casework, a new budgetary model in which the BC Coroner's Office pays the full cost should be established.

With respect to the environmental archaeology position, we urge that it be positioned within the context of archaeometry and archaeological science. Given the Department's impressive laboratory infrastructure and comparative/reference collections already in place, we believe that they will be able to attract a top-tier set of applicants for this position. The successful candidate's expertise should complement but not duplicate that of the existing faculty, including research-active Professors Emeriti and Adjuncts. As with the biological anthropology position, we strongly urge that first consideration in a search for the new environmental archaeologist be given to applicants who would be prepared to teach and carry out research about the peoples of the Pacific Northwest and/or the broader Pacific Region, geographic areas that have traditionally been at the core of the Department's strength and reputation. We also stress that this new position in environmental archaeology will be critical to building cross-departmental synergies in the new Faculty of the Environment.

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These two faculty positions are urgently needed. They should be fully attributed to Archaeology, not shared appointments. They will bring the teaching complement back up to 10.5 FTE. Over the next few years, resources should be found to further restore the faculty cohort to at least 11.5 positions. The mid-term goal should be to bring the Department back up to its historical 12 faculty FTE positions, which we believe is the size needed over the longer term for it to retain its international standing and high-quality degree programs.

In addition, we see a compelling need for a second Lecturer position in the Department, to help teach undergraduate courses, particularly those that lead to the Certificate in Cultural Resources Management, for which there is very high student demand.

Even with the above positions added, significant gaps will remain for a program that specializes in archaeological sciences. For example, we understand that lithic analysis (a fundamental aspect of archaeological science) has not been taught since Prof. Brian Hayden retired. Similarly, ceramic analysis is not well represented, and quantitative methods in archaeology also should be taught more regularly. In addition, the successful candidate who is hired for the environmental archaeology position is unlikely to control expertise in all of these areas.

IV. The Degree Programs:

The undergraduate program:

Since 2005 there has been a 66% increase in undergraduate Archaeology enrollments, with a 145% increase in lower division enrollments (Table 6.2 of the self-study). The undergraduate student cohort seems pleased with their learning environment and with the opportunities for field and lab-based training. Students are pleased at the availability of the CRM certificate, and of the honors program. They expressed concern, however, over the high proportion of courses currently taught by sessional lecturers. They also expressed dismay that the Department's long-standing summer field school in archaeology is not being offered this year for the first time. They expressed worry about the future of biological anthropology, as they see human osteology as crucial to their archaeological training. All of these issues can be addressed through our recommendation of new faculty hires. They underscore the importance of replacing the lost faculty lines as soon as possible. In terms of course availability, it appears that lab courses in ceramic and lithic analysis are needed, but there is a lack of faculty to teach these.

Simon Fraser University has established priorities both for internationalization and for engagement of aboriginal learners. The Archaeology curriculum addresses both of these university-wide initiatives, and could be adjusted to do more. Its attraction to international students and non-archeology majors comes primarily through its service courses, such as an upper level service course in which sessional instructor Alvaro Higuera discusses threats to heritage preservation around the world. Sessional lecturers appreciate being involved in the life of the department. There was some concern raised regarding the SFU

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policy and practice relating to grading norms. Some additional attention should be directed toward this, especially at a time when such a large proportion of the undergraduate curriculum is in the hands of the sessional instructors.

We are very impressed with the Department's efforts to attract and retain aboriginal students. With two faculty members cross-appointed to the First Nations program, and others with courtesy appointments, Archaeology may be in a better position than any other North American program to achieve shared goals and forge new understandings with aboriginal communities. However, the numbers of faculty and students are small and the challenges are substantial. We are guardedly optimistic for the future in this area.

The categorization of most Archaeology courses as BA courses is a fundamental incongruity. Our Committee suggests that once the two recommended new faculty are in place the Department should seriously explore the possibility of better integration into SFU undergraduate science programs. The addition of a BSc option in Archaeology would attract a broader range of students and would better prepare some students for MSc studies. Another option might be a Bachelor's in Environmental Studies, building on the strengths of the department and their new position in the Faculty of the Environment. We recommend that the Archaeology Department pursue a coordinated plan with the other Faculty of Environment departments so that students (undergraduate and graduate) have access to disciplinarily appropriate training in GIS applications and to consider other interdisciplinary degree programs.

In addition to courses for majors, more Archaeology courses could be designed for the Writing, Quantitative, and Breadth (WQB) requirements. A lower division writing intensive course currently is not offered and would be a good way for the Department to continue to expand enrollments, once the faculty complement is enhanced.

The graduate program:

The Archaeology graduate program is unique in North America, with an established reputation for disciplinary training oriented toward the archaeological sciences and the geographic regions of the Pacific Northwest as well as the broader Pacific Region. Many of their doctoral graduates are very well placed in academic and CRM positions. Faculty members take a keen interest in the graduate programs, and make adjustments when things are not working smoothly. The newly modified comprehensive examination process in the doctoral program is an example of this. We urge the Department to attend to some points of uncertainty in the new plan, and to establish a time limit for each of the three required essays in the new program.

Most of the challenges facing the graduate program are linked to the understaffing of faculty positions, as already noted. Several faculty members currently have very large numbers of graduate advisees. Faculty members identify the recruitment and retention of high quality graduate students as an ongoing challenge. Time to completion and the proportion of registered students who fail to complete are cause for some concern and

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these are again partially related to understaffing of faculty. We recommend that the Graduate Dean work with the Department to develop a template for multi-year funding offers to doctoral applicants. Funding commitments should include funds from teaching assistantships, institutional scholarships, and external research grants to faculty advisors. The number of students admitted to MA and PhD programs should be reduced modestly, in light of advising loads.

The doctoral program is designed to emphasize independent work and mentoring. We were told that no other program at SFU has so few required courses. Our discussions explored this topic, and while we have some concern over the small amount of formal training of the cohort, we have no specific alternative to suggest at this time. An issue for faculty members is the large number of individual graduate reading courses they supervise for no credit. More graduate courses could lighten this burden. Courses in biological anthropology theory and quantitative methods would be especially appropriate. We recommend that once the faculty complement has been increased, the masters and doctoral curricula be reviewed with the possibility of increasing the number of required courses for both degrees. The graduate curriculum could be expanded to include GIS, which would be a way of further integrating with other Faculty of the Environment – particularly in an area that currently has so much potential for growth and student employment.

Relationship of the Archaeology Department to other SFU units:

The Department of Archaeology chose to join the newly established Faculty of the Environment in 2011. Its relations with the other two units in that Faculty are good. Archaeology faculty and REM faculty share research enterprises, and there is a developing sense that technical expertise (for example, in GIS) can be shared across the units. As noted in the self study, students have expressed concern that Archeology's position in the Faculty of the Environment could compromise their access to biological anthropology, especially if it is predominantly forensic in its orientation. However, if that position is framed primarily as bioarchaeology, the resulting emphasis on human adaptation to past environments will fit very well.

V. Recommendations:

A. Pertaining to the Department of Archaeology:

A1: Renewal of faculty complement: Two full time tenure stream positions should be immediately allocated to the Department of Archaeology. In keeping with the unit's priorities, these positions should be for a biological anthropologist with primary interest in bioarchaeology, and for an environmental archaeologist with a specialization in some area of archaeological science. In both cases, preferred candidates should be prepared to focus particularly on archaeological questions of the Pacific Northwest and/or the broader Pacific Region.

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A2: An additional lecturer position should be created to teach undergraduate laboratory based classes and assist with the Certificate in Cultural Resources Management.

A3: The current single Museum curator line should be supplemented by at least a .50 FTE position to ensure that the collections are being adequately maintained and made available for continuing research and education.

A4: Review the role of forensic studies in the Department of Archaeology: Following the departure of the one faculty member for which forensics was a primary focus, the Department should consolidate its activities, removing itself from ongoing shared responsibilities with the School of Criminology at the Centre for Forensic Science, moving toward collaborations on a case-by-case basis.

A5: We endorse the recent revisions to the undergraduate curriculum, and encourage the department to expand its offerings of breadth courses, through topics like “plagues and peoples,” as well as classifying some upper level courses as science courses in order to make them more suitable for science students.

A6: The Department of Archaeology should pursue a coordinated plan with the other Faculty of the Environment departments so that students (undergraduate and graduate) have access to disciplinarily appropriate training in GIS applications and to look into other interdisciplinary degree programs, such as a Bachelor’s in Environmental Studies.

A7: The number of graduate students should be decreased slightly to ensure that there is adequate funding and supervision for those students accepted to the program. Once the complement of faculty has been restored, the ideal number of graduate admission can be reviewed.

A8: Once the graduate faculty complement has been increased, the masters and doctoral curricula should be reviewed with strong consideration given to increasing the number of required courses for both degrees.

A9: We believe that the new comprehensive examination structure for the PhD degree is very good, but the open-endedness of the essay progress is already of concern to students, as is the question of consistency in what the exam entails among faculty. We recommend that the new structure be more explicitly discussed among the faculty and that there be a specified time limit for completion.

A10: The Department and the Museum should collaborate with the University Library to archive the records of their past researchers and to move toward electronic formats for its publication series, Arch Press.

A11: The fee structure for the archaeology field school needs to be reassessed, as it has not been covering the full costs of the program. In addition, the field school should be offered on a regular basis, with its cost fully offset by fees that adequately reflect the real costs of

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running the program. Meanwhile, if it is not being offered, then the other options for the undergraduates in the area should be made clear early enough in the spring for them to apply to other programs.

A12: A formal mentorship program should be established for junior faculty. This should not just be a single faculty member, but should use the mentoring mosaic model, where one outside and one inside faculty member are assigned when the faculty member is hired.

A13: The assignment of undergraduate mentees to faculty should take into account the faculty members' FTE within the Department to make sure that faculty work loads are equitable. The Department might consider assigning one or two graduate students to serve as undergraduate mentors with TA monies (and the administration should consider adding these assistantships to the TA funding for the Department).

B. Pertaining to the SFU Administration:

B1: Establish as standard practice that the Faculty of the Environment pass on a share of "indirect costs" from the federal granting agencies to the Department.

B2: Provide centralized Faculty-level IT support to all departmental units including Archaeology.

B3: The Dean of Graduate Studies should provide the graduate faculty and graduate administrator with the detailed, ongoing support needed for them to more effectively recruit and maintain an outstanding graduate cohort, with multi-year plans for student funding.

C. Recommendations Pertaining to the Review Process:

C1: The Committee believes that the review process could have been completed in two days, and suggests that a two-day option be available.

C2: The Dean of the Graduate School should provide standardized data to each self study, summarizing variables that would ideally include graduate applications, offers, and acceptances, mean and median times to degrees, measures related to attrition, the amount and nature of financial support.

C3: A standardized report from the head Librarian, assessing the adequacy of holdings and engagement, should be appended to the self-study. The interview with Library staff could then be made optional.

EXTERNAL REVIEW – ACTION PLAN

Section 1 – To be completed by the Responsible Unit Person e.g. Chair or Director

Unit under review	Date of Review Site visit	Responsible Unit person,	Faculty Dean
Archaeology	28 February-2 March 2012	Catherine D’Andrea	John Pierce

Note: It is **not** expected that every recommendation made by the Review Team be covered by this Action Plan. The major thrusts of the Report should be identified and some consolidation of the recommendations may be possible while other recommendations of lesser importance may be excluded.
Should an additional response from be warranted it should be attached as a separate document.

1. PROGRAMMING

1.1 Action/s (description what is going to be done):

1.1.1 Undergraduate:

- Expand departmental offerings and breadth courses and restore upper division courses in archaeological science.
- Pursue a coordinated plan with other FEnv units to provide student access to disciplinarily appropriate training in GIS and to look into other interdisciplinary degree programmes such as a BEnv.

1.1.2 Graduate:

- Decrease degree completion times by M.A. and Ph.D. students.
- Increase number of graduate courses offered.
- Assess and if necessary adapt our new structure for the Ph.D. comprehensive exams.

1.2 Resource implications (if any)

Restoring our offerings in archaeological science, increasing disciplinary training in GIS, and increasing the number of graduate courses offered (see comment A8) is contingent on new faculty hires.

No resource implications to review the structure of the Ph.D. comprehensive exams.

1.3 Expected completion date/s:

Expanding/restoring graduate and undergraduate programmes will be considered once our faculty complement is restored.

Coordination of GIS training should be initiated at the Faculty level and we are interested in having input on this. We will continue to participate in consultative meetings about the proposed new BEnv degree.

Existing faculty will be encouraged to develop new breadth and archaeological courses over the next three academic years but the number of new courses will be limited by our reduced faculty complement.

Archaeology faculty have already met with the Dean of Graduate Studies about the size of our graduate programme and we are actively working on this (see comment A7). We are now considering ways of increasing the number of graduate courses with existing faculty. This may be accomplished in the short run by having graduate students take upper division undergraduate courses for graduate credit (which would include additional course requirements with higher expectations in performance).

The current structure Ph.D. comprehensive exams was implemented only last year, after significant discussion and consultation. The first cohort of Ph.D. students is now preparing for the exams. We will assess the effectiveness once we have more information in spring 2013.

2. RESEARCH

2.1 Action/s (what is going to be done):

- Review the role of forensic studies in the Department of Archaeology

2.2 Resource implications (if any):

None

2.3 Expected completion date/s:

We do not agree with the recommendation to remove Archaeology from the CFR (see comment A4), however, we will review the role of forensic studies at our next departmental retreat tentatively scheduled for spring 2014.

3. ADMINISTRATION

3.1 Action/s(what is going to be done) :

- Fee structure for the field school has already been re-assessed with costs better offset by fees that reflect real costs. The local field school should be run on a regular basis.

3.2 Resource implications(if any):

A new faculty hire is needed to ensure field school is offered on a regular basis.

3.3 Expected completion date/s:

We have already established a new fee structure as described in the recommendation for the local field school which will be implemented the next time it is offered. Our short-term solution to the lack of a local field school in summer 2012 is to offer a

course in field methods which provides students with exposure to field-related activities and can be taught at Burnaby campus. This has worked out quite well.

4. WORKING ENVIRONMENT

4.1 Action/s(what is going to be done) :

- Establish a formal mentorship programme for junior faculty
- Allot undergraduate mentees to faculty members ensuring an equitable distribution of workload and experiment with assigning a small number of graduate students to serve as undergraduate mentors.

4.2 Resource implications(if any):

None for faculty mentorship programme and faculty mentoring of undergraduates, but assigning graduate students as mentors requires an increase in T.A. funding if we adopt this recommendation.

4.3 Expected completion date/s:

Currently we have only have one junior faculty member who is a ¼ appointment in Archaeology, who has been informally mentored by Archaeology and FNST. We will work to develop a formal mentorship programme once we have new faculty/lecturer positions.

In September 2012, we will take into account faculty workloads when assigning undergraduate mentees and as a pilot programme we will assign a small number of graduate students to be mentors.

5. Faculty/Staff Renewal (OTHER)

5.1 Action/s:

- Two full-time tenure stream positions should be immediately allocated to the department: a bioanthropologist and an environmental archaeologist.
- An additional lecturer position should be created to teach undergraduate laboratory courses and assist with CRM certificate.
- A 1.0 FTE staff position should be hired as ½ time assistant curator in museum and ½ time technical laboratory support staff.

5.2 Resource implications(if any):

We agree with these actions (except see comments A1 & A3). Requires new faculty and staff positions.

5.3 Expected completion date/s

Contingent on timing of new faculty and staff hires.

The above action plan has been considered by the Unit under review and has been discussed and agreed to by the Dean.

Unit Leader (signed)		Date
Name	Title

[Handwritten signature] *Chair* *9 August 2012*

Section 2 - Dean's comments and endorsement of the Action Plan :

The external review team has produced a highly positive and laudatory evaluation of the research, teaching and service elements of the Department of Archaeology at SFU. The team also sees the move to the Faculty of Environment as a "positive step that opens up a number of exciting opportunities." I very much agree with these assessments.

By and large I support the list of recommendations from the review team (with one major exception) and the follow up document from the Department in its Action Plan.

I would like to limit my comments to five major issues and corresponding recommendations:

Faculty Complement and Staffing- I strongly support the replacement hires for a bio-anthropologist and an environmental archaeologist. The faculty complement has eroded seriously in the past five years which if uncorrected will seriously weaken the excellence of both the research and teaching /supervisory programs. I also support the half time staffing positions for museum curatorship and lab technician.

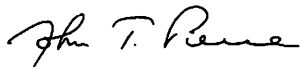
Closer Integration within FENV- An important goal of FENV's five year plan is to more closely integrate Archaeology into the Faculty to enhance opportunities in teaching and access to GIS instruction and interdisciplinary initiatives such as Bachelor of Environment. Both the Review Team and the Department see this as an important next step.

Centre for Forensic Studies- I believe that notwithstanding the recommendation from the Review team (A4) the Action Plan developed by the Department spells out in sufficient detail why the Department should continue to work with Criminology on developing a research program in Forensics, particularly with a new hire. What is planned is a more minor role for forensic casework and more major role for academic research.

Graduate Program- There are a variety of recommendations related to improving the graduate program including expanded course offerings and quicker completion times. I strongly support this and await the impact of these changes prior to a decision to reduce numbers.

Undergraduate Program- The department will explore ways of offering breadth in programming as well as opportunities to expand offerings in archaeological science. These changes should assist in attracting additional students and to improve the quality of undergraduate instruction.

Faculty Dean



Date

August 9, 2012

Additional Comments

Recommendation A1. Renewal of faculty complement

We agree with the overall recommendation to hire two full-time appointments. In keeping with our priorities, these positions should be for a biological anthropologist and an environmental archaeologist. The external review committee recommended that the appointments should focus on the Pacific Northwest and/or the broader Pacific region. In this recommendation, the committee has underestimated the number of current faculty who are working in the Pacific Northwest: two are based in the region full-time and of six additional faculty, three have major projects in the Pacific Rim area and three have completed projects in the region. In addition we have two very active Prof. Emeriti completing fieldwork and/or publishing in the Pacific Northwest. We are not opposed to further increasing our capacity in the archaeology of the Pacific Northwest and/or the broader Pacific region; however the regional focus of applications will not take precedence over excellence in bioanthropological or archaeological/environmental sciences.

Recommendation A3. Curator Position

We agree with the need for a part-time curator, but this staff position should be for a full-time staff position working half-time with the museum and the other half in the area departmental technical support.

Recommendation A4. Role of Forensics in Archaeology

The external review committee has misunderstood the mandate of the Centre for Forensic Research (CFR) and related to this they have overlooked the full extent of archaeological research activities completed in the CFR. The mandate of the CFR is research-based with CFR members encouraged to conduct research into forensic anthropology in collaboration with archaeology faculty, supported by science-based archaeological labs in Saywell Hall. Archaeology is involved primarily in research relating to ancient DNA, but we also have a small component of forensic-related work completed as public service. We are also currently in negotiations with the World Wildlife Fund which may result in the donation of significant equipment that will increase CFR capacity in wildlife forensics and will be available to other faculty members,

The external review committee was influenced by the current situation in the CFR where Adjunct Faculty and other Associates are accepting forensic case-work from the BC Coroner's Office and RCMP. This produced an inaccurate impression that the only focus of the CFR is on casework. This situation is the direct result of the non-replacement of a retired bioanthropology faculty member. Our current advertised position is for a bioanthropologist who focuses on human osteology and bioarchaeological-related subjects. We expect that this individual would develop a research-based focus with a minor forensic component. One of the CFR labs the external review committee has suggested we give up is the osteology lab, which will constitute the primary research space allocated to our new position.

Archaeology will continue to participate fully as a partner in the CFR and any new faculty appointment in the area of Bioanthropology will emphasise a research-based programme with minor involvement in forensic casework.

Recommendation A7. Reduce the number of graduate students

We have already met with the Dean of Graduate Studies and discussed several issues relating to the Archaeology graduate programme. A main concern was that graduate funding received by Archaeology from DGS was very low compared to similar departments. We attribute this to the slow progression of Archaeology graduate students in completing their programmes. We have initiated a review of our graduate programme to examine ways in which we can encourage M.A. and Ph.D. students to finish more quickly. We prefer not to reduce our graduate enrollments at this time, but we will do so in the 2014 intake if our efforts to accelerate student progress does not have the desired effect.

Recommendation A8. Review of M.A. and Ph.D. curricula to increase number of required courses.

We are aware that our current graduate programme lacks a permanent offering in quantitative methods and we will be able to address this when new faculty are hired. We are willing to consider an increase in graduate course requirements, but our overall preference is to minimise the number of required graduate courses because our programme tends to follow an apprenticeship model.