

## MEMORANDUM

ATTENTION: Senate

TEL

FROM: Jon Driver, Vice-President, Academic and Provost, and Chair, SCUP

RE: Faculty of Environment: External Review Update for the Department of Archaeology (SCUP 15-45)

DATE: December 9, 2015

TIME

At its December 9, 2015 meeting, SCUP reviewed the External Review Update Report for the Department of Archaeology within the Faculty of Environment. The report is attached for the information of Senate.

c: G. Myers







DEPARTMENT OF ARCHAEOLOGY  
MEMORANDUM

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**To:** Glynn Nicholls, Director, Academic Planning and Quality

**From:** David Burley, Chair, Archaeology

**Re:** External Review Update for Department of Archaeology

**Date:** November 24, 2015

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Attached is the Progress Report for the Department of Archaeology Action Plan for our External Review of 2012. I believe we have addressed the issues that are identified.

The Department has yet to tackle the area of educational goals and assessment in a formal way. Over the coming year we will be working with Janet Pivnick of the Learning Centre to initiate this task as well as to explore different measures we might develop/apply for the assessment process.

A handwritten signature in blue ink that reads "David Burley".

| <b>External Review Update for the Department of Archaeology</b>  |   |
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| <b>Action</b>  | <b>Progress Made</b>  |
| <b>1. Programming</b>  |   |
| <b>1.1.1 Undergraduate</b>   |   |
| <ul style="list-style-type: none"> <li>Expand departmental offerings and breadth courses and restore upper division courses in archaeological science.</li> </ul>  | <p>Since 2012 we have developed and now offer two upper division breadth courses – Arch 375 Landscape Archaeology and Arch 385 Archaeology of Food. We also are testing other potential upper division breadth courses through special topics numbers including Plagues and Peoples, Neanderthals, Ethnoecology and Evolution of Human Behavior. All upper division Archaeological Science related classes are offered on a two-year rotation and we have developed one new lower division course Arch 285 Introduction to Archaeological Science as well as one new upper division offering Arch 428 – Micromorphology.</p>                              |
| <ul style="list-style-type: none"> <li>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.</li> </ul> | <p>Archaeology majors are encouraged to enroll in lower division Geography GIS courses and Geog 255 (Geographical Information Science) is an option in lower division requirements for Archaeology majors. Both Geog 255 and Geog 355 (Geographical Information Science II) are optional requirements for the Certificate in Cultural Resource Management. Several archaeology courses are listed as options in the Bachelor of Environment majors in Global Environmental Systems and Environmental Resource Management as well as the joint major in Business and Environment.</p>  |
| <b>1.1.2 Graduate</b>  |   |
| <ul style="list-style-type: none"> <li>Decrease degree completion times by M.A. and Ph.D. students.</li> </ul>   | <p>Since the external review, we have made a concerted effort to decrease our completion times by narrowing the scope of thesis topics and by increasing the interaction between students and their supervisor. We strongly encourage supervisors to work closely with their students to define manageable thesis topics on entrance to the graduate program and we require graduate students to take the Research Design Class (Arch 876). This course structures thesis research with a public colloquium on completion. Supervisory committees subsequently review student progress toward thesis completion biennially in September and February.</p> |

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|  | It is difficult to measure whether these efforts have been successful using data from DGS or IRP given the limited time since the external review. We nevertheless continue to be aware of the problem and will continue to work toward its resolution.   |
| <ul style="list-style-type: none"> <li>• Increase number of graduate courses offered.</li> </ul>                                       | Since inception in 1971, the archaeology graduate program for both MA and PhDs has been apprentice based and thesis focused rather than course intensive. Incoming students are required to take two courses (Arch 871 Theory and Arch 876 Research Design) in addition to at least one other course, typically a Directed Studies with their supervisor. We examined the possibilities of increasing course requirements but, without additional resources, do not have a faculty complement sufficient to offer courses to low enrolment student numbers (typical incoming cohort is 6-9 students). We believe also that additional course requirements would further impede student completion time. Graduate students are eligible and often encouraged to take courses outside of Archaeology where specialized expertise can be gained. |
| <ul style="list-style-type: none"> <li>• Assess and if necessary adapt our new structure for the Ph.D. comprehensive exams.</li> </ul> | Since the external review the Graduate program committee has continually refined the processes and procedures related to Ph.D. Field statements and their examination. The system currently in place is efficient, well defined and well regulated.   |
| <b>2. Research</b>   |   |
| <ul style="list-style-type: none"> <li>• Review the role of forensic studies in the Department of Archaeology.</li> </ul>              | Dr. Hugo Cardoso, a specialist in Forensic Science, has become co-director of the Centre for Forensic Studies and Dr. Dongya Yang continues to be active in the Centre. With their graduate students, they are actively engaged in forensic research as well as occasional casework for law enforcement agencies. The Archaeology department offers Arch 442, Forensic Anthropology, and we co-offer with Criminology the Forensic Studies Certificate Program. Forensic Studies is an active program in Archaeology and is being maintained with graduate and undergraduate student interest.  |
| <b>3. Administration</b>   |   |
| <ul style="list-style-type: none"> <li>• Fee structure for the field school has already been re-</li> </ul>                            | The fee structure for field school participation is appropriate to cost.  |

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| assessed with costs better offset by fees that reflect real costs. The local field school should be run on a regular basis.  | Archaeology field schools have been both local and international. The local field school is offered no less than once every two years but in some cases it has been in back-to-back years.   |
| <b>4. Working Environment</b>  |  |
| <ul style="list-style-type: none"> <li>Establish a formal mentorship programme for junior faculty.</li> </ul>  | Mentorships have been defined for junior (Assistant Profs) faculty.  |
| <ul style="list-style-type: none"> <li>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.</li> </ul> | We tried to implement a faculty assigned mentor system for all undergraduate majors. This program failed for lack of interest/participation by undergraduate mentees.  |
| <b>5. Faculty/Staff Renewal</b>  |  |
| <ul style="list-style-type: none"> <li>Two full-time tenure stream positions should be immediately allocated to the department: a bioanthropologist and an environmental archaeologist.</li> </ul>   | Two tenure-track Assistant Professors were provided increasing the research faculty complement to 10.5 FTE. One is a bioanthropologist with specialization in osteology and forensic studies. The second is an environmental scientist with expertise in geoarchaeology. |
| <ul style="list-style-type: none"> <li>An additional lecturer position should be created to teach undergraduate laboratory courses and assist with CRM certificate.</li> </ul>   | We have employed an additional limited term lecturer over the past five years and this person will be regularized starting fall semester 2016.   |
| <ul style="list-style-type: none"> <li>A 1.0 FTE staff position should be hired as ½ time assistant curator in museum and ½ time technical laboratory support staff.</li> </ul>  | We continue to strongly agree with this recommendation but have not been given resources for this position.  |



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**MEMORANDUM**

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**ATTENTION** David Burley  
Chair, Department of Archaeology


**DATE** October 22, 2015

**FROM** Glynn Nicholls  
Director, Academic Planning and Quality Assurance

**PAGES** 1

**COPY** Ingrid Stefanovic  
Dean, Faculty of Environment

**RE:** External Review Update for the Department of Archaeology



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As per Senate guidelines, the Department of Archaeology is to report on progress being made in the implementation of the Action Plan that resulted from its external review in February/March 2012. This report will be presented to SCUP and Senate for information.

Please submit your progress report, using the attached template, by Thursday, December 3, 2015. Also attached, for ease of reference, is the Action Plan that was approved by Senate on November 5, 2012.

Although your external review took place prior to the requirement to develop educational goals and assessment beginning with the 2013-14 external review cycle, any progress being made in your department in defining program and/or course level educational goals for academic programs would be welcome in your progress report.

Please contact me at 2-6702, [glynn\\_nicholls@sfu.ca](mailto:glynn_nicholls@sfu.ca), or Bal Basi at 2-7676, [bbasi@sfu.ca](mailto:bbasi@sfu.ca), if you have any questions or concerns regarding the external review update process.

Attach.

## EXTERNAL REVIEW – ACTION PLAN

| <b>Section 1 – To be completed by the Responsible Unit Person e.g. Chair or Director</b>  |                           |                          |              |
|---|---------------------------|--------------------------|--------------|
| Unit under review   | Date of Review Site visit | Responsible Unit person, | Faculty Dean |
| Archaeology   | 28 February-2 March 2012  | Catherine D’Andrea       | John Pierce  |
| <p><b>Note:</b> It is <u>not</u> 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.</p> <p>Should an additional response from be warranted it should be attached as a separate document.</p>   |                           |                          |              |
| <b>1. PROGRAMMING</b>   |                           |                          |              |
| <p><b>1.1 Action/s (description what is going to be done):</b></p> <p><b>1.1.1 Undergraduate:</b></p> <ul style="list-style-type: none"> <li>• Expand departmental offerings and breadth courses and restore upper division courses in archaeological science.</li> <li>• 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.</li> </ul> <p><b>1.1.2 Graduate:</b></p> <ul style="list-style-type: none"> <li>• Decrease degree completion times by M.A. and Ph.D. students.</li> <li>• Increase number of graduate courses offered.</li> <li>• Assess and if necessary adapt our new structure for the Ph.D. comprehensive exams.</li> </ul> <p><b>1.2 Resource implications (if any)</b></p> <p>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.</p> <p>No resource implications to review the structure of the Ph.D. comprehensive exams.</p> <p><b>1.3 Expected completion date/s:</b></p> <p>Expanding/restoring graduate and undergraduate programmes will be considered once our faculty complement is restored.</p> <p>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.</p> |                           |                          |              |



**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.



## **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.

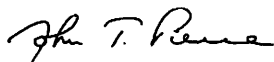
*Closer Integration within FENV*- An important goal of FENV's five year plan is to more closely integrate Archaeology into the Faculty to enhance opportunities in teaching and access to GIS instruction and interdisciplinary initiatives such as Bachelor of Environment. Both the Review Team and the Department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