A GUIDE TO THE ARCHAEOLOGY GRADUATE PROGRAM IN HERITAGE RESOURCE MANAGEMENT

SFU Archaeology’s Professional Graduate Program in Heritage Resource Management trains HRM leaders to integrate ethical, legal, business, and research priorities in pursuit of desired futures for treasured pasts.

http://www.sfu.ca/archaeology/hrm.html

STUDENT GUIDE TO SFU ARCHAEOLOGY’S PROFESSIONAL GRADUATE PROGRAM IN HERITAGE RESOURCE MANAGEMENT

DEPARTMENT OF ARCHAEOLOGY
SIMON FRASER UNIVERSITY
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**WELCOME, DISCLAIMER & INVITATION**

Welcome to SFU, to graduate study in SFU’s Department of Archaeology, and to the Professional Graduate Program in Heritage Resource Management (HRM). This Guide exists to help HRM students understand how the Graduate Program functions and the roles students play. Because this Guide is, in effect, a draft handbook for a unique, complex, ambitious, and ever-evolving Program, there will be inconsistencies and adjustments to work out along the way. Please help us identify these by asking questions and raising issues and concerns.

The Department webpages ([www.sfu.ca/archaeology/](http://www.sfu.ca/archaeology/)) should be consulted for up-to-date information and for downloadable updated versions of this guide, complete with live hyperlinks. All students should also review the following two websites for information not included here: (1) general regulations the SFU Calendar ([http://students.sfu.ca/calendar/](http://students.sfu.ca/calendar/)); (2) the Dean of Graduate Studies ([http://www.sfu.ca/dean-gradstudies.html](http://www.sfu.ca/dean-gradstudies.html)). Any inconsistency between this Guide and SFU regulations is unintentional and general SFU rules take precedence unless those SFU rules state that departmental practice prevails. The pages in the HRM Program section of the Department website also provide useful information: [http://www.sfu.ca/archaeology/hrm.html](http://www.sfu.ca/archaeology/hrm.html). Lastly, and perhaps most importantly, graduate school is a place to ask questions. The Graduate Program Assistant and HRM Program Director are available to provide the best answers and advice we can. Your assistance in improving this Guide, the Professional HRM Program, and student experiences in SFU Archaeology is both invited and appreciated.

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**HRM PROGRAM BACKGROUND & EXPECTATIONS FOR STUDENTS**

Thank you for joining SFU Archaeology’s online Professional Graduate Program in HRM. The HRM Program funnels leadership into an industry with clear archaeological origins, continuing orientations, and rapidly proliferating futures. With this new Program SFU Archaeology is building upon nearly five decades of excellence in undergraduate and graduate training, including the traditional, research-focused MA and PhD programs. The HRM Graduate Program does not provide training in archaeology. Instead, it serves the interests of existing, field-tested professionals who hold Bachelor’s degrees and are ready to make a career commitment to HRM. The Program’s course and thesis requirements function to upgrade, broaden, and professionalize practitioner-students’ knowledge of contemporary issues and dynamics in HRM while expanding frames of reference to a global scale.

Once perceived as a fallback career choice for academic archaeologists, HRM has emerged as the dominant and most dynamic form of professional practice. This emergence is a response to rapid increases in the scale and sophistication of demands for HRM research and community engagement that require the integration and balancing of often competing legal, ethical, business, and scientific demands. As it continues to create its own forceful fields of intellectual and commercial gravity and to meet changing standards for licenses to operate on multiple social and political levels, HRM’s vitality and integrity will depend even more on practitioner commitments to savvy management, excellent research, and strategic and critical thinking.

SFU’s HRM Program is specifically designed to bring students into new avenues of understanding and inquiry concerning the complexity and potentiality of HRM today. The Program is built upon inclusive values that explicitly feature respectful attention to the interests and preferences of descendant and local communities, whose pasts are so often researched, managed, and otherwise differentially affected by the land alterations that drive so much of the global HRM industry. The Program is also designed to support participation by those living outside British Columbia and to accommodate students with family and professional obligations that constrain their participation in graduate programs with substantial on-campus and residential requirements. Technologies available to facilitate distance learning—including the Canvas platform [http://www.sfu.ca/canvas.html](http://www.sfu.ca/canvas.html)—have advanced sufficiently to support excellent learning environments. The SFU Centre for Online and Distance Education [http://code.sfu.ca/index.html](http://code.sfu.ca/index.html) is the Program partner for course development and delivery.

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Joining this new Program demonstrates a dedication to build professional capacities in HRM and to move toward greater leadership in a challenging and diversifying field. SFU, SFU Archaeology, and the community of HRM professionals share interests in achieving those goals. Just as your status as an SFU graduate student carries both rights and obligations, as detailed throughout this Guide, your enrolment in an online professional program in HRM brings with it access to opportunities as well as substantial expectations. The HRM Program faculty has worked hard to anticipate students’ interests and expectations by creating the following three things:

1. **An effective environment for intensive, guided learning** in HRM’s four essential dimensions: Law & Policy, Ethics & Practice, Business Management, and Research Design & Methods;
2. **A clear, straightforward pathway to Program completion**, one available to working HRM professionals and others with obligations beyond graduate studies; and
3. **Perhaps most importantly**, the seeds for a **Program culture featuring collaboration, experimentation, and professionalism**.

Perhaps needless to say, Program success is utterly contingent on students. HRM faculty expectations for students run parallel to the three principles above. The HRM Program faculty expect students to:

1. **Take responsibility for their work.** Every step in learning and achievement depends on applied intellectual engagement with the Program on the part of each student. This means close and consistent attention to registration, coursework, timelines, and the steps and standards for thesis completion. The faculty are here to assist and add value to learning and professional development. There is no place or juncture in the Program where questions and concerns are not welcome.
2. **Do the coursework diligently**, keeping instructors and peers informed of all questions, concerns, and contributions you may have in relation to the learning opportunities. Steady and open communications linked to learning assets and processes is a key to success. Listen closely, work diligently, inquire freely.
3. **Start work on your thesis now and keep working until it is done.** Students in the HRM Program are expected to be the authors of their thesis’ research questions, methods, and presentation. Program faculty are collegial rather than supervisory sources of information and perspective. The HRM Program is intended for students who possess essential competencies in how to investigate, how to link research questions, methods, and data, and how to report research results in clear and succinct English. Students are expected to identify any deficiencies and to make use of the substantial Program resources that exist to assist students in and through each aspect and step of thesis preparation and presentation.
4. **Embrace professional collegiality and managerial responsibility.** Please accept this invitation to be of service. Help yourself, other students, the faculty, and the HRM field to **define and enable Program success.** The value of your degree, the prospects for your career, the future of SFU Archaeology’s HRM Program, and the HRM field in general is falling into the hands of you and your peers. An early and sustained commitment to managing these futures professionally and collaboratively is virtually guaranteed to yield broadly beneficial results. Program faculty are ready and able to join and assist you.

**REGISTRATION**

Students must register and pay fees for every term in which they are enrolled, **including those spent on-leave and when no formal courses are taken.** Various options are described in the Dean of Graduate Studies website ([http://www.sfu.ca/dean-gradstudies.html](http://www.sfu.ca/dean-gradstudies.html)), including part-time and on-leave registration. There are no fees associated with medical leaves approved by the Dean of Graduate Studies office. It is the responsibility of the student to ensure continuity in registration. There are financial penalties for late registration. Students register for courses via the Student Information System (SIMS) [https://go.sfu.ca/](https://go.sfu.ca/).

**SCHOLARSHIPS & FINANCIAL AID**

SFU students enrolled only in SFU professional graduate programs are not eligible for internal SFU financial aid. Providing they meet all other eligibility requirements, students enrolled in the HRM Master’s program are qualified to participate in competitions for SFU Private Awards [https://www.sfu.ca/dean-gradstudies/awards/privateawards.html](https://www.sfu.ca/dean-gradstudies/awards/privateawards.html) and for external awards, including (for Canadian citizens) Tri Council...
(SSHRC/NSERC/CIHR) Master’s Scholarships [https://www.sfu.ca/dean-gradstudies/awards/external-awards/tricouncil-masters.html].

SFU Archaeology will continue efforts to raise bursary funds and facilitate partnerships with student employers. Applicants are strongly encouraged to work with current or prospective employers to craft mutually beneficial arrangements for building individual and organizational capacities through graduate training. Faculty members at SFU or at universities located closer to student residences or focal field work areas may be able to support students as Research Assistants. Students are encouraged to explore such possibilities depending on their analytical and technical skills and their thesis plans.

ORGANISATION, DIRECTION, DISPUTE RESOLUTION AND ADMINISTRATION

The HRM Program Director is responsible for all Program communications, finances, and partnerships. The Program Director solicits, welcomes, and considers input on all Program matters—and particularly on Program admissions, instruction, student supervision, and alumni engagement—from the Archaeology Faculty as a whole (Graduate Studies Committee) and from a steering group made up of SFU Archaeology professors with HRM experience and interests (David Burley, Hugo Cardoso, George Nicholas, Rudy Reimer, Barbara Winter). HRM student concerns that persist after discussions with the HRM Program Director must be taken to the Archaeology Department Chair. The Dean of the Faculty of the Environment is the next stop for student appeals. SFU’s Ombudsperson is another option as a place to be heard and seek justice ([http://www.sfu.ca/ombudsperson/tips_for_graduate_students.html](http://www.sfu.ca/ombudsperson/tips_for_graduate_students.html)).

Students are encouraged to make an appointment to discuss with the Archaeology Graduate Program Chair any issues or concerns regarding supervision, grading, intellectual property, interpersonal conflicts, or any other matter which pertains to their progress through the Program. Additional advice is available at: [http://www.sfu.ca/dean-gradstudies/current/managing_your_progress/supervision.html](http://www.sfu.ca/dean-gradstudies/current/managing_your_progress/supervision.html).

STUDENT REPRESENTATION

The Archaeology Graduate Student Caucus (AGSC) consists of all graduate students in the Department. The AGSC receives modest funding from the SFU Graduate Student Society (GSS). Monthly meetings are held and all graduate students are encouraged to attend. The Caucus elects several executive positions to help run the caucus and represent the group at Department and GSS meetings. The AGSC acts as an advocate for graduate issues within the department and liaises with the SFU GSS, the Teaching Support Staff Union (TSSU) and other relevant campus organizations. The AGSC also organizes academic and social events and facilitates desk space allocations in the Grad Lab (see below). Some travel funding is available through the AGSC. To qualify, students must attend a minimum of four meetings annually, serve as an AGSC committee or executive member, or both.

TEACHING JOBS & PAYROLL

Graduate students in the HRM Program may be employed as Teaching Assistants (TA). TAs are employed each term to run tutorials and labs, advise students, and mark assignments and exams. Working conditions and pay rates governed by the collective agreement between the Teaching Support Staff Union (TSSU) and SFU ([http://www.tssu.ca/](http://www.tssu.ca/)). TA hiring is guided by the department’s “Procedures for the Recommendation of T.As” (Appendix A). Information on payroll is available from the Archaeology Department Manager (Chris Papaianni).

SPACE

Students working on local research projects may be assigned space in the Grad Lab (EDU 9601). Desk sharing should be expected. Space requests should be made through the Graduate Program Assistant. Students with desks in the Grad Lab must respect fellow students and the learning environment by keeping noise levels low and maintaining clean and orderly desk and common areas. The small kitchen space in the Grad Lab must also be kept clean and orderly. Changes in student’s desk needs are to be communicated through the AGSC space representative. Students who do not utilize their desks may be required to surrender or share. Disputes over space in the grad lab will be adjudicated by the Department Chair, whose decision shall be final.

Graduate students with teaching responsibilities will have access to a Teaching Assistant office for use in meeting students. Under no circumstances is the Grad Lab to be used for student consultations. Students may be able to

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obtain research space for designated periods through a request to the Department’s Space Committee (Lab Manager, Shannon Wood, the AGSC representative, and the Department Chair). Research space is limited.

**EQUIPMENT & SUPPLIES**
The Lab Manager may be able to allow access to Department equipment. Supervisors also may have equipment that is accessible to their students.

**KEYS**
The Lab Manager should be consulted, as needed, for keys to access the 8000 level. The Graduate Program Assistant is responsible for issuing all other keys, cards and fobs. Key requests take several days to process and can be picked up at Access Control in Discovery Park. Please bring identification and a deposit when picking up keys.

**COLLECTIONS**
The Museum Curator (Barbara Winter) can arrange access to Museum collections required for thesis research. The Department Chair must approve access to human osteology collections. The Lab Manager is responsible for all other research collections.

**IT**
Following initial registration students should obtain a Campus Computing Network account and e-mail address from Academic Computing Services located on first floor of Strand Hall (www.sfu.ca/itservices). Some software is available for free, or at reduced cost (http://www.sfu.ca/itservices/technical/software.html).

Graduate student e-mail addresses will be added to the graduate student mail list (arch-grad@sfu.ca), which includes all graduate students, the graduate chair and the graduate program assistant. Essential information such as, notification of application deadlines and department events, is disseminated via this list. Graduate students are also able to post to this list. There is also a HRM program specific mail list which will be used for program specific information.

**LIBRARY/ID CARDS**
Library/ID Cards are issued to new students in the Academic Resources Office located in the Registrar's Office (MBC 3211).

**TRANSPORT**
It is not possible to park on campus without obtaining a permit or paying visitor parking rates. Parking permits can be arranged during the first two weeks of classes at Traffic and Security (lower level of MBC) (http://www.sfu.ca/security/Parking/). An SFU student ID is necessary to obtain a parking permit. Students cannot park in the Archaeology Department loading bay except for immediate loading and unloading. SFU graduate students are part of the UPass BC Program and pay for this service as part of their tuition unless they have taken the necessary steps to opt out of this program (http://students.sfu.ca/upass.html).

**HOUSING**
Assistance is available to graduate students arranging housing http://students.sfu.ca/residences/.

**PHOTOCOPYING & SCANNING**
The Department photocopier / scanner is available to graduate students in support of research and teaching. Personal photocopying should be done in the library. Students must document usage on the sheets provided in the copier room. Charges for photocopying will only apply to usage that exceeds $5.00 a month. Jobs of more than 15 pages for teaching purposes must be submitted to the general office staff, who will send them to SFU Document Solutions. Please submit materials 7 days in advance, especially during the first and last week of the term. The photocopier’s color scanning function is a no cost alternative to photocopying.
TELEPHONE
The telephone available to grad students is in the grad lab (778-782-4178). This telephone cannot be used for long distance calls.

ORIENTATION
The HRM Program Orientation is held during the first week of classes each fall. The Orientation serves to:

1. Welcome and introduce students to SFU, the SFU Graduate Student Society, SFU Archaeology, their HRM and graduate student cohort, Pacific Coast Archaeology, and SFU’s HRM Program;
2. Teach students how to access and use the Canvas Learning Management System, the SFU Research Commons (http://www.lib.sfu.ca/about/branches-depts/rc), and other learning and research resources;
3. Facilitate the development and online publication of students’ professional resumes, bios, and initial thesis prospectuses;
4. Provide a context for students and faculty supervisors to meet, exchange views about student thesis research goals, and lay out initial plans and a schedule for achieving thesis research goals;
5. Share ideas, plans, concerns, questions, expectations, etc.;
6. Set a constructive tone of mutual respect and interdependence among students, faculty, staff, and HRM Program advisors.

New students are expected to meet with their faculty Senior Supervisor as part of Orientation, before the end of September, or both, to discuss thesis plans, as outlined in the thesis prospectus prepared by the student for Orientation.

GRADUATE COURSEWORK & GRADES
The Program’s four required courses are delivered in SFU’s fall and spring terms. Even if a student is unable to enroll in or complete two courses in the two consecutive terms he/she must take ARCH 561 in their last term of coursework, immediately prior to commencing thesis work.

Courses will be delivered online via the Canvas learning management system. The four courses will normally be taught by the SFU faculty member or Program associate (or both) who served as the primary course designer(s) and developer(s). Following successful completion of the required coursework, students will begin thesis research and writing (ARCH 898) for up to three additional terms.

FALL TERM

- ARCH 531 – HRM Law and Policy
  Provides a broad survey of international heritage authorities and rules with an emphasis of HRM policy in Canada and the United States. Particular attention is given to how the development of rules and organizations affect archaeological practice.

- ARCH 541 – HRM Professional Practice and Ethics
  Focuses upon the complexity of operating within an HRM field characterized by overlapping, and at times contradictory, professional standards and ethics. The emphasis is on opportunities to add value to knowledge creation and mobilization through creative engagements with clients, Indigenous and local communities, governments, partners, and publics.

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SPRING TERM

- ARCH 551 – HRM Business Management

SFU Archaeology’s Professional Graduate Program in Heritage Resource Management trains HRM leaders to integrate ethical, legal, business, and research priorities in pursuit of desired futures for treasured pasts.
Contextualizes the business of HRM by targeting five clusters of essential concepts and tools in business management—accounting and finance; marketing, sales, and contracting; human resources, labor, economics, corporate governance, and risk management; business operations and project management; and business models, innovation, and globalization.

- ARCH 561 – HRM Research Design and Methods
Examines the hallmarks of excellent research in HRM archaeology through studies of successful and less successful research designs and methods. The course provides essential guidance for student thesis preparation.

**GRADING POLICIES**
- Admission to the HRM Program does not guarantee continuation in the Program.
- Continued Program participation is contingent on the student’s maintenance of a cumulative GPA of 3.0. Students with GPAs below 3.0 may only continue in the Program with the approval of the HRM Program Director and a successful appeal process [https://www.sfu.ca/students/calendar/2016/spring/fees-and-regulations/student-appeals/graduate-appeals.html](https://www.sfu.ca/students/calendar/2016/spring/fees-and-regulations/student-appeals/graduate-appeals.html).
- Faculty are obliged to **critically evaluate** all essays, assignments, coursework, and thesis planning documents and drafts to provide students with feedback, particularly in areas needing improvements in critical thinking, scholarship, and connections and contributions to HRM. It is in the best interests of students that such evaluation be critical as well as complete in order to prepare them for peer evaluations integral to most HRM professional careers.
- The HRM Program courses are not available for enrolment on a S/U basis.
- HRM Program students interested in taking other SFU courses, whether online or in person, must apply for and enrol in a credential program affiliated with the desired courses.

**STUDENT SUPERVISORY COMMITTEES**
In the interests of accelerating HRM student’s thesis planning, students in the Professional HRM Program are assigned an SFU Archaeology faculty supervisor (“Senior Supervisor”) prior to the Program Orientation. A minimum of two people (the Senior Supervisor plus one other professional with research credentials) are required on the supervisory committee. Individual HRM student research plans may lead to intensive collaborations with Senior Supervisors in preparing theses grounded in faculty collections, projects, or research interests. While this is fully acceptable, the HRM Program is specifically designed to facilitate student pursuit of thesis research on topics in HRM archaeology, policy, and practice not specifically connected to SFU faculty research interests or initiatives. HRM Master’s students may work with their Senior Supervisor to obtain access to labs, collections, and related facilities, especially as needed to complete the student-authored research plan.

No later than 1 February in their second term, the student shall consult with their Senior Supervisor on the addition of at least one member of their supervisory committee. Although committee members can come from within the Department, HRM students are strongly encouraged to recruit second members of their committees from within their existing or desired professional networks. Committee members must hold at least one graduate degree (a PhD is preferred). Every time a committee member is added or a topic or committee is changed the student must ensure completion and submission through the Graduate Program Assistant of the appropriate form, available via the Dean of Graduate Studies website ([http://www.sfu.ca/dean-gradstudies.html](http://www.sfu.ca/dean-gradstudies.html)).


**AVAILABILITY OF SUPERVISORS**
Students are expected to give faculty members and other supervisors at least 15 day’s notice that they will be requesting action (e.g., thesis review, letters of reference, etc.). Faculty are expected to notify students at that
time if they are unable to meet student needs or to complete the requested action within 30 days of the request. Faculty members with plans to be inaccessible (in the field, on holiday, etc.) for any extended period should inform their students of limits on their availability prior to departure.

ANNUAL PROGRESS REVIEWS
SFU requires annual progress reviews for each graduate student. For HRM students the first Annual Review is to be completed between early March and mid April, and preferably earlier, with an Interim Review to take place between early October and mid November each fall term of enrolment. Students are encouraged to meet and/or communicate with their supervisors and committees on a regular basis. The Annual Review processes commence with the Graduate Program Assistant distribution of forms to the students. It is a student responsibility to complete these forms and submit them promptly to their supervisory committee. Each student is to then arrange a meeting with his/her supervisory committee. Meetings can be held via telephone conference, Skype, or in person. Meetings typically consist of a brief presentation by the student of their progress through the Program and of their plans for thesis completion. The student presentation and committee questions should stimulate discussions about specific steps and strategies for thesis preparation and Program completion.

On the basis of these discussions and other evidence of progress the student may provide, the supervisory committee members record their comments about student progress on the forms. Students who receive unsatisfactory ratings are informed in writing about required remedial steps. A student who receives two consecutive "Unsatisfactory" evaluations may be asked to withdraw from the Program. Procedures and appeals are outlined in the SFU Calendar.

THESIS PROSPECTUS & PROCESS
SFU Archaeology graduate student theses must be problem oriented, and the importance of the problem to the discipline of Archaeology must be clear. As an indication of the emphasis placed on the expeditious completion of the thesis, HRM students are asked to prepare a thesis prospectus as part of the application process, to develop a complete thesis proposal during their first term, and to prepare a full draft of a thesis outline in their second term, in conjunction with ARCH 561. All substantial changes in thesis topics, foci, or methods require consent from the entire supervisory committee and the presentation of a new proposal. Factors that contribute to efficient thesis completion include a student commitment to intellectual ownership, professional and personal scheduling, the creation of an open and collaborative relationship between the student and the supervisory committee, level of student interest in the thesis topic, and prior experience conducting and writing up the results of independent and collaborative research.

Any proposed thesis research on or with human subjects may require approval from the Office of Research Ethics prior to any work. Students uncertain about whether or not ethics approval is required should consult SFU policy (www.sfu.ca/policies/research/r20-01.htm) and their Senior Supervisor. Application forms are available at www.sfu.ca/vpresearch/ethics/applications/index.html.

Early in the thesis process, and certainly before writing begins, students should consult SFU Library webpages to learn the rules for formatting theses and tips on the timely completion, copyright law, and more (http://www.lib.sfu.ca/help/writing/theses). The Library’s Research Commons supports students working with thesis templates and formatting and also provides workshops and other materials to facilitate thesis writing and presentation. Most of the support is available via online and distance learning and consultation tools.

SFU regulations allow material authored or coauthored by the student, to be used as part of the thesis. This material must be intrinsic to the goals of the thesis research and have been completed during the student’s enrolment in the HRM Program. Arrangements to publish thesis research, include publications in the thesis, or both should be made between the student and the supervisory committee in advance of thesis presentation to the committee. A written agreement between the supervisor(s) and the student on the inclusion of published material is recommended. See the Preparation of Theses, Extended Essays and Projects: Regulations and Guidelines (http://www.lib.sfu.ca/help/writing/thesis/format).

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The HRM Program has a distinct process for the presentation and assessment of student theses. As detailed in the HRM Thesis Rubric provided in the ARCH 898 course container in Canvas, students are obligated and expected to complete a thesis draft in accord with exacting specifications and generally high scholarly standards. The expectation is for thesis submission to occur early in the second spring term (Term 5) of each student’s enrolment. Once the student is at least 99% certain that the thesis meets the Rubric specifications and is defendable, the following six steps are to be followed by the student and supervisory committee (also see the accompanying flow chart, below):

1. The student submits .docx and .pdf files containing identical versions of the thesis to the Senior Supervisor.

2. Within 15 days of receiving the thesis, or at a date scheduled by the Senior Supervisor, the Senior Supervisor shall assess whether thesis is ready to proceed.
   a. If the thesis is ready to proceed then the Senior Supervisor charges the supervisory committee with thesis review → Step 3.
   b. If the thesis is not ready to proceed then the Senior Supervisor provides the student with a summary description of deficiencies with reference to the Rubric → Step 1.

3. Within 30 days of receiving the thesis, or at a date scheduled in consultation with the Senior Supervisor, the supervisory committee shall complete the thesis assessment.
   a. The supervisors shall use the Rubric to assess whether the thesis is ready to proceed to defence;
   b. For a thesis found to require minor revisions or deemed unsatisfactory, the student shall, in consultation with the Senior Supervisor, revise and resubmit the thesis in accord with the Rubric and comments offered by the supervisors → Step 1.
   c. A thesis deemed unsatisfactory will normally require substantial revisions and may leave the student with enough time for only one more opportunity (in Term 6) to revise and resubmit the thesis according to the Rubric and comments offered by the supervisors → Step 1.
   d. The unsatisfactory assessment will normally be reflected in the Annual Review assessment, Interim Review assessment, or both.

4. For a thesis assessed as ready to proceed, the student and committee shall commence deliberation on the defence date and the attributes and identity of External Examiner to participate in the thesis defence.
   a. Cognizant of the relevant SFU rules and guidelines, the Senior Supervisor invites an External Examiner to participate in the thesis defence.
   b. Examiners for HRM Master’s theses must come from outside the Department but may come from other academic units at SFU or from further afield.
   c. Under no circumstances is the student to engage in any form of communication with the actual or proposed External Examiner.
   d. Once a thesis has been submitted to an External Examiner no communication is permitted between the examiner and the student or the committee about the thesis (Exception: communication between the External Examiner and Senior Supervisor is usually necessary to determine a defence date and make travel/accommodation/participation arrangements).

5. At least six weeks prior to the intended defence date the student prepares and submits to the supervisors and Graduate Program Assistant identical properly formatted .pdf and .docx versions of the thesis defence draft.

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Students are required to be enrolled in ARCH 898 at the time of the thesis defence. In order to graduate in any given term, the completed thesis (after defence and necessary revisions) must be accepted by the Library before the Thesis Submission deadline for the previous term—the last workday of the last month of each term (i.e., mid-Dec. to attend spring convocation, mid-April for summer convocation, and mid-August for fall convocation). Students should also bear in mind that committee members often have fieldwork and other professional obligations, and should plan to schedule defence and Library submission drafts accordingly. By the time of the defence, any uncertainties should reside principally with the External Examiner, who is seeing the thesis for the first time.

The following normally constitutes an Examining Committee, which is chaired by the Graduate Program Chair:

- Archaeology Graduate Program Chair or designate (non-voting member):
- Senior Supervisor (Archaeology Department faculty)
- Supervisor / Committee Member (HRM Professional or Archaeology faculty)
- Examiner (external [to Department] faculty or HRM professional with academic standing).

The possible outcomes of the oral thesis defence are: pass as submitted (which can include minor spelling and grammatical revisions); pass with revisions; defer judgement (additional work is needed; another thesis defence may or may not be required by the Examining Committee); and fail. While a thesis normally should not fail at the defence stage, the Examining Committee may defer judgement about whether the thesis could “pass after additional work” by the candidate (see the SFU Calendar for more details).

After a successful defence, the last stages of thesis preparation and presentation involve completion of final revisions (in consultation with the Senior Supervisor) and library acceptance of thesis. The latter is greatly facilitated by working diligently with the thesis template provided by the library, having the thesis examined by the library staff some weeks prior to the defence, and incorporating suggested format changes as early as possible.

GRADUATION

The final steps in the HRM program never end: show up, pay attention, do good work, keep in touch, and live well. SFU Archaeology Alumni are a widely recognized as a potent actors in HRM and archaeology disciplines across North America and around the world. We look forward to watching (and helping) you create desired futures for treasured pasts.

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APPENDIX A: TEACHING ASSISTANT AND TUTOR MARKER PRIORITY POLICY

Priority is based on the following principles (Article XIII F.2, Collective Agreement):
1. Teaching-related experience in her/his field of study can be of value to a graduate student both in her/his studies and in her/his preparation for a career.
2. The provision of teaching-related employment is an element in the University's financial support of its graduate students.

In hiring teaching assistants and tutor markers, priority for appointment will be given to applicants in the following categorical order (Article XIII F.3, Collective Agreement):
1. Graduate students registered in the department.
2. Graduate students registered in other departments.
3. Undergraduate Teaching Assistants (UTA) or External Teaching Assistants (ETA). Before undergraduate or external applicants are offered positions, each qualified applicant in priority category 1 must be offered at least five base units, unless the graduate student requests less.

In allocating Teaching Assistant and Tutor Marker positions the Department of Archaeology will take the following into account:
- Incoming graduate students who, in their admission letters, have been offered TAships in their first year of enrollment;
- Amount of graduate student financial support already received to ensure an equitable sharing of University financial support;
- Number of base units already received to ensure sufficient teaching-related experience in her/his field of study.
- Sufficient knowledge in the discipline of the course to interpret the course material (e.g. discipline of prior degree(s), publications, experience, research interests, courses taken) and applicant preferences.
- Employment evaluations from previous TA/TM positions held;

If an assignment within a priority group requires a selection between applicants graduate students without financial support from merit-based scholarships during the term of appointment with a value equal to at least a 5.17 appointment.

Re-employment as a Teaching Assistant or Tutor Marker (Article XIII H, Article XV H, Collective Agreement):
1. To be considered for re-employment, graduate students must maintain satisfactory performance as a teaching assistant or tutor marker.
2. The re-employment of teaching assistants/tutor markers will also depend upon the needs and budget resources of the University.

Updated 2016-08-18
APPENDIX B: DEPARTMENT OF ARCHAEOLOGY POLICY ON ADMISSION AND RE-ADMISSION OF GRADUATE STUDENTS

1. Admission to the Archaeology Graduate Program is governed by the provisions of general University and Graduate regulations pertaining to admission for graduate study, contained in the SFU calendar. The Department may not impose any provisions that contravene these regulations.

2. Admission is by application to the Department Graduate Program Committee (GPC). Applications are accepted once annually. The deadline for receipt of applications is January 15 each year for entry into the Program in September of that year. The Archaeology Graduate Program Committee may suspend applications for admission if in its judgement circumstances exist that make it unwise for the Department to accept applications.

3. The GPC makes recommendations for admission to the Senate Graduate Studies Committee. Final admission is granted by the Senate Graduate Studies Committee.

4. The decision to recommend an applicant for admission shall be by majority vote of the GPC.

5. No applicant is to be told that they may enter or re-enter the graduate Program except under the provisions of this policy. Applicants are informed of the decision of the GPC regarding admission or non-admission by a letter of notification from the Graduate Program Chair.

6. In addition to the usual academic and other requirements, admission to the Archaeology Graduate Program shall be contingent on the availability of a faculty member who agrees to act as the applicant's Senior Supervisor.

7. A recommendation for admission shall be for a specified term (September) of the year of application.

8. Requests for delayed entry will be considered only in exceptional circumstances. Such requests require the following:
   a. formal, written request to the Grad Program Chair
   b. re-evaluation of Department circumstances
      i. proposed supervisor is still available and willing to accept delayed entry
      ii. space available in Program (enrolment levels)
      iii. availability of physical space
      iv. review of any other circumstances that may affect the Department's ability to accept additional students at the time requested
   c. if, in the interim the applicant has enrolled in another Program
      i. the applicant must reapply with full documentation of academic record at the other institution. The application will be evaluated along with other applications in the following normal application cycle.

9. Re-admission
   Withdrawal - A student who has withdrawn from the graduate Program must re-apply for admission. Such an application will be evaluated along with other applications during the normal application cycle. The term of readmission may be no later than the ninth term after the one in which the student withdrew from the Program.
   Lapsed registration - A student who has let his/her registration lapse but whose maximum allowable time in the Program has not been exceeded may be recommended for reinstatement under the following provisions:
   a. formal written request to the Grad Program Chair
   b. the provisions of paragraph 8 apply
   c. a statement of support from the former supervisor is forthcoming.

10. There is no process for re-admission if a student times out of the graduate program.
    At least one semester prior to exceeding the maximum allowable time in the graduate program (as per University GEC regulations), students may apply for an extension of up to 3 terms, for a total of two extensions. Extensions will be considered by the GEC on a case by case basis, based on the evaluation of
    a. A detailed and comprehensive plan for completion of student’s thesis that has been approved by the supervisory committee
    b. Evidence that considerable progress has been made in the time leading up to the request for the
Expiration of allowable time in Program - Students whose maximum time in the Program has expired may re-apply under the provisions of Graduate Regulation 1.12.3. Readmission under this regulation is for one term only for the purpose of defending a thesis. After a period of 9 semesters, this option is no longer available, and students wishing re-admission must complete all course and other requirements. In general, application for re-admission in this category requires:

a. student completes thesis
b. former supervisory committee agrees to read the thesis
c. committee agrees that the thesis is ready for defence.