

SIMON FRASER UNIVERSITY**Senate Committee on University Priorities****Memorandum**

TO: Senate
FROM: John Waterhouse
Vice President, Academic
RE: External Review - Department of
Archaeology
DATE: 4 October 2000

External Reviews of academic units are conducted under Guidelines¹ approved by Senate. The review process is intended to ensure that the quality of the department's academic programs and research is high, that members of the department participate in the administration of departments, and that the departmental environment is conducive to the department's objectives. Under these Guidelines, Senate is expected to receive advice from the Senate Committee on University Priorities and to provide feedback to the unit and the Dean.

The following materials are forwarded to Senate for consideration:

- The External Review Report
- The response to the External Review Report by the Department
- The comments of the Dean
- The comments of the Vice-President, Academic
- The recommendations from the Senate Committee on University Priorities

The Department Chair, Dr. D. Burley will be available at Senate as a resource person.

Motion

That Senate concurs with the recommendation from the Senate Committee on University Priorities concerning advice to the Department of Archaeology on priority items resulting from the external review, as outlined in SCUP 00-18c.

¹ The Guidelines can be found at: <http://www.reg.sfu.ca/Senate/SenateComms/SCUP-ExReview.html>.

SIMON FRASER UNIVERSITY
Senate Committee on University Priorities

Memorandum

TO: Senate

FROM: John Waterhouse
Vice President, Academic

RE: External Review - Department of
Archaeology

DATE: 24 October 2000

The Senate Committee on University Priorities has reviewed the External Review Report prepared on the Department of Archaeology in January 1999, together with the response from the Department and comments from the Dean and the Vice President, Academic.

SCUP recommends to Senate that the Department and Dean be advised to pursue the following as priority items:

1. The Department of Archaeology should be encouraged to proceed with its proposed First Nation Studies Program.
2. The Department of Archaeology should bring forward a full proposal for a Cultural Resource Management Program to the Senate Committee on Undergraduate Studies in 2000/01 for implementation in the 2002/03 academic year.
3. The Department of Archaeology should be requested to bring forward a proposal to streamline the MA degree in Archaeology to the Senate Graduate Studies Committee in 2000/01 for implementation in the 2002/03 academic year.

c. D. Burley
J. Pierce

SIMON FRASER UNIVERSITY

Office of the Vice President, Academic

MEMORANDUM

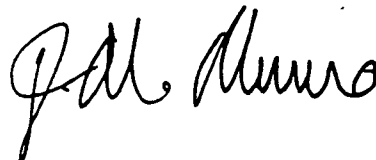
TO: Senate Committee on
University PrioritiesFROM: J.M. Munro,
Vice President, AcademicSUBJECT: External Review, Department
of Archaeology

DATE: August 31, 2000

The report of the External Review Committee of the Department of Archaeology was submitted in January, 1999 following the review visit on March 30-31, 1998. The response of the Department was submitted on April - , 1999 and the comments of the Dean of Arts on April 26, 2000.

My comments on this external review and the submission from the Department and Dean follow.

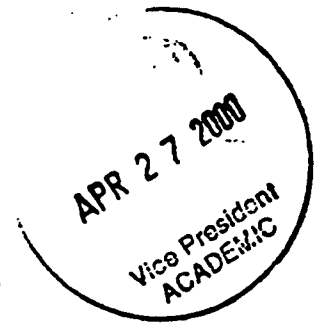
1. The nine month delay between the external review visit and the submission of the report is unusual. (The even longer delay between the review report and the Department's response was due to the planned revision of the Senate External Review Guidelines.) However, the response of the Department and the comments from the Dean provide a suitable update to the review report.
2. The review is very positive. While there is only one other Department of Archaeology in Canada, there are many archaeologists working in other departments and it is gratifying to be informed that the Department's teaching programs and research achievements are the best in the country.
3. The needs for additional faculty staffing identified in the review report have essentially been met this year. While these appointments in effect replace the next two retirements in the Archaeology, more general planning for faculty renewal could begin now.
4. The strongest theme in the report is the need to augment faculty resources in physical anthropology. While this has been done, the Department should ensure that the other problems in this area pointed out by the reviewers have at least been given due consideration.
5. The development of the First Nations Program has proceeded quite slowly - 2.5 years after the review much still remains to be done. This is an important development for the University and Archaeology should receive suitable support and encouragement to proceed as quickly as possible.

cc. J.T. Pierce
D. Burley

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SIMON FRASER UNIVERSITY
OFFICE OF THE DEAN
FACULTY OF ARTS

MEMORANDUM



To: Jock Munro
VP Academic

From: John T. Pierce
Dean of Arts

Subject: Response to the External Review of Archaeology Date: April 26, 2000

This was an important review for the Department of Archaeology. It provided a basis for meaningful and constructive change. I have worked closely with the new Chair of Archaeology to act upon the recommendations. The credit goes to Dave and the Department who have turned challenges into opportunities. I do not wish to comment upon each of the fifteen recommendations but instead provide a general overview of the progress of achieving these recommendations in four areas - faculty complement; programatic changes; student issues and resources.

Faculty: While the external review did not argue for a net increase in faculty, it did argue for a strengthening of physical anthropology and First Nations Studies to be achieved with the aid of bridgings. Two bridging appointments have been authorized and filled - one in physical anthropology (DNA specialty); and the other in New World/Latin American Archaeology (to compensate for the loss of John Driver). It is anticipated that a third appointment will be made in First Nations Studies during the next academic year. The Dean's office will be examining the feasibility of converting the half-time lecturer position into a full-time one as recommended in the report. The reviewers noted that the current faculty are among the strongest in Canada. I am convinced that these new appointments will not only strengthen Physical anthropology but expand resources for teaching and make First Nations Studies an active and integral part of the program.

Programatic: The department has begun to review its requirements for the Master's program as recommended. Dave Burley has drafted and circulated a proposal for a First Nations Studies program. An additional position has been identified and active recruitment for a faculty position as mentioned above will begin next year. The Department is aware of the need for closer ties with the Secwepemc Program. I anticipate that closer ties will emerge between the two, particularly with the development of First Nations Studies program. That said, a degree of autonomy and independence is both desirable and inevitable. There is one other programatic area requiring attention - the Cultural Resource Management Program. I will be

working with Archaeology to secure the necessary funding for the highly innovative and timely proposal.

Student Issues: I believe that in general students are being very well served by this program. This was underscored by the results of the review. With the addition of a second physical anthropologist, an important bottleneck will be addressed benefitting undergraduate and graduate student access alike. Adequate financial support for graduate students is a chronic problem which will require University-wide solutions and support. It is my understanding that attempts are underway at the graduate level to improve access to lab space. While short term solutions are possible, we are unable to thoroughly redress the space embalmances until the Applied Science II building is constructed.

Resources: In addition to space issues mentioned above, more attention needs to be directed to capital equipment budget needs. While progress has been made in expanding library holdings this should be considered just the beginning of a lengthy process of renewal. Finally, it is recognized that the Archaeology Museum needs additional resources if it is to successfully carry out its mandate. Using traditional sources is unlikely to be successful. The Museum may be a prime candidate for fund raising initiatives.



/lc

**DEPARTMENT OF ARCHAEOLOGY RESPONSE TO THE EXTERNAL REVIEW
REPORT (RECEIVED JAN 1999)**

An external review of the Department of Archaeology was held on March 30 and 31, 1998. The external reviewers were provided previously with a package of core information on department faculty, on-going research, staff, ancillary programs, as well as graduate and undergraduate programs. The two days of on-campus review was largely spent in meetings with faculty, students, staff and university administration. The external review document was subsequently received in the department, with the Vice-President Academic's summary on 6 January 1999. This memorandum provides a departmental response to the review document conclusions and recommendations. It is noteworthy that a majority of the recommendations have already been acted upon or are in the planning stages to be acted upon. This memorandum, thus, also serves as an update on the implementation of recommendations.

Overall, faculty and staff of the Department of Archaeology are pleased with the results of the external review. The Department was characterized as one of the very best in Canada, with its faculty, research, graduate programs and undergraduate programs given considerable praise. At the same time, and as summarized in the Vice President Academic's review, several recommendations were made to enhance departmental management and improve existing curricula and programs.

As a response to the 15 recommendations (pp. 11-12) of the review committee, as well as some incidental notes within the body of the document, the following conclusions or observations are made.

Implemented Recommendations

Recommendation 1 - *That a second full time physical anthropologist be hired.* This recommendation, and its rationale, was made continuously throughout the review document as a response to undergraduate student concerns and course demands. Through a bridging appointment made available by the Dean of Arts Office for the retirement of Associate Professor Phil Hobler (2001), a second appointment in physical anthropology has now been made (presently recommended to the Vice President academic for appointment). This individual specialises in ancient DNA and genetics, areas formerly lacking in the physical anthropology program but ones commented upon by the reviewers as crucial (p 3) for student training.

Recommendation 3 - *Guidelines for the awarding of teaching assistantships should be established by the department, and these guidelines should be communicated to the students.* This was a curious recommendation and one obviously resulting from a lack of communication with the reviewers. Explicit criteria were established for the awarding of teaching assistantships and passed by the Department on 17 November 1994. These have been posted (and were so during the review) adjacent to the notice board on which teaching assistantships are advertised.

Recommendation 7) - *Students and faculty should begin immediately to rationalise the use of the graduate student room.* Following the reception of the external review

document, a committee with a faculty member and a graduate student representative developed detailed policy and regulations related to the use of the graduate student room and allocation of space. Renovations money to enhance the use of this space was approved by the Dean of Arts in the 1999 renovations budget, with alterations to be made in the 2000-2 semester. This money had been requested prior to the external review.

Recommendation 8) - *Faculty should be urged to develop study and research space in their laboratories for the use of graduate students.* As best as this recommendation can be implemented, it has. Many of the faculty do provide space to graduate students under their supervision and those that do not, generally do not have the physical space to provide.

Recommendation 11 - *Although it may appear to be premature, consideration should be given to the spate of retirements that will take place early in the new century. Before the next review bridging appointments should be considered to maintain integrity and continuity in the archaeology program.* The Dean of Arts, as noted in response to recommendation 1, has provided a very critical bridging appointment for the retirement of Hobler in 2001. As compensation for the five year appointment of Jon Driver as Dean of Graduate Studies, the Vice President Academic and Dean of Arts agreed to a second bridging position for the retirement of Jack Nance (2007). This position has now been filled and recommended for appointment to the Vice President Academic.

Recommendation 13) - *A committee on capital and equipment acquisition, replacement and repair should be established.* Again this recommendation seems a curious one in so far as such a committee has existed and was in place during the time of the external review. The committee is chaired by the manager of the archaeology labs within whose position description this responsibility falls. Major decisions on prioritisation of requests for capital equipment are brought to the Department as a whole for consideration and review.

Recommendation 15) - *Every effort should be made to increase the library's grossly inadequate serial holdings.* The allocation of serial funding within the university has largely been done on the basis of history. Archaeology, as a consequence, has not fared well. The external reviewers were responding to the fact that the entire serial allocation for archaeology in 1998 (\$12,000) was less than the individual subscription price for 11 journals in Chemistry and less than half the individual cost for four of these. The library agreed that the Archaeology holding was inadequate for undergraduate and graduate programs and has provided some additional support in the form of six new journals (approximately \$2500). While we believe there is a long way to go to upgrade library serial support for teaching and research in archaeology and physical anthropology, we very much appreciate the library's response, especially in the face of their ongoing budget pressures.

Recommendations To Be Implemented

Recommendation 4) - *A Cultural Resource Management program should be introduced into the undergraduate program as soon as possible.* The department concurs with this

recommendation but recognises that, without a dedicated position to resource management, it will not be an easy one to implement. Accordingly a proposal to create a CRM cross appointment with Resource and Environmental Management was submitted to the Vice President Academic's strategic initiative fund. Despite strong support from the Dean of Arts and Dean of Applied Science, the proposal was unsuccessful. The CRM program remains a priority by the Department. The Undergraduate Curriculum Chair and the Department Chair are currently examining alternatives for such a program with a full proposal to be written in 2000-3. Pending necessary approvals, calendar changes and new curriculum would be prepared and submitted to the UCC in spring 2001.

Recommendation 5) - *The faculty should develop a set of highly specific objectives for the Material Culture Analysis Course.* The undergraduate curriculum committee has brought this matter to the attention of the faculty, including additional undergraduate student concerns about this course. A resolution of the curriculum issue is currently being worked upon.

Recommendation 6) - *The addition and integration of the First Nations Studies program into the curriculum should proceed as rapidly as possible.* A proposal to redevelop the First Nations Study program on the Burnaby campus has been prepared and is being circulated for discussion at the present time. As it is proposed, the program focus would be centred on traditional indigenous knowledge and the academic pursuits that apply and enhance this knowledge (archaeology, linguistics, anthropology, history). If the proposal is accepted, curriculum changes for the First Nations Minor will be drafted and submitted to UCC in spring 2001. The First Nations cross appointment with Archaeology will be regularised as a tenure track position in the near future. Longer term plans include the development of a joint major in First Nations Studies and Archaeology.

Recommendation 9) - *The Department should consider carefully the requirements, and the traditional expectations, of the MA program with a view to streamlining the MA program.* The Graduate Committee Chair has initiated a major review of both MA and PhD program requirements. This has involved a detailed questionnaire given to faculty and graduate students, from which program revisions/alternatives will be recommended for implementation. A large number of "house cleaning" calendar changes have been submitted to the UCC for approval in June 2000. These bring graduate program calendar entries into line with the program as it is currently delivered.

Recommendation 10) - *A departmental constitution, outlining policies and procedures should be drawn up as soon as possible.* The department Chair fully concurs with this recommendation and the constitution will be drafted in the 2000-3 semester for review and approval by the Department as a whole.

Recommendations That Cannot be Implemented without Additional External Resources

Recommendation 2) - *Teaching Assistants should not be employed solely as "markers" in introductory courses. If at all possible, additional funding for student support of this type should be made available to the Department.* As with other departments in Arts,

the number of base units given for TA support has decreased considerably over the past decade. Indeed, from highs as much as 135 units formerly, the annual allocation has fallen to approximately 85. The archaeology curriculum includes a large number of lab courses and the department has prioritised these for TA support. Consequently it cannot support the tutorial system in the lower level undergraduate classes. If additional base units were made available, this recommendation would gladly be implemented.

Recommendation 10) - *We urge the University and the Department to do everything possible to foster the Secwepemc Program, and that a regular exchange of research and teaching visits between the Kamloops and Burnaby campuses be established.* The Department supports this recommendation and would like to strengthen ties to the Secwepemc program through faculty and student interactions and exchange. Some minor actions have been taken to accommodate this, including closer integration of Associate Professor George Nicholas (half time archaeology appointment in Kamloops) into Department administration through conference calls and through the addition of a *Secwepemc* bulletin board in the department hallway. The fact of the matter is, however, to implement the recommendation requires travel funds for faculty and students and these do not currently exist with the department operating budget.

Recommendation 14) - *The Museum should be fostered and expanded. Its resources should be increased considerably. At the very least a student assistant should be hired to allow the curator more time for fund-raising and other activities outside the confines of the Museum itself.* Because of loan agreements with the Royal B. C. Museum over totem poles on display in the Museum, there must be a full time security person while the Museum is open to the public. Consequently the Museum curator cannot leave her office without closing the Museum. The Museum operating budget of approximately \$5000.00 per annum also does not allow for the temporary hiring of a student to fill this need. Without additional external resources, therefore, the recommendation cannot be met. It is noted that long range plans for expansion of the archaeology facility also call for expansion of the Museum. This, however, is very long term.

Other Considerations

A major concern that was written into the text of the review document, but not expressed as a final recommendation, was *the teaching load carried by one "non-research" appointment.* While some of her work results from teaching at other institutions locally, we feel her on-campus teaching load needs careful scrutiny in the interests of equity and her own intellectual well being. The individual involved (Diane Lyons) has a half time appointment as a Senior Lecturer. A solution to this problem is a change in her appointment to full time Senior Lecturer, thus allowing her teaching to be exclusively concentrated on the SFU campus.

Summation

As stated at the outset, the faculty, staff and students within the Archaeology Department are extremely pleased with the recognition and praise given department

programs during the external review process. The majority of the resulting recommendations are ones we agree with and have either implemented or are about to implement. To assist us in these respects, the Dean of Arts, the Vice-President Academic, and the Library have provided valuable support. Should additional external resources become available for TA base units, travel funds for *Secwepemc* program interaction, or the Museum, we would be pleased to comply with the remainder of the outstanding issues.

Submitted by

David Burley
Professor and Chair
Archaeology

April 5, 2000

EXECUTIVE SUMMARY

The Review Committee met with students, faculty, staff and university officials on March 30 and 31, 1998.

These meetings confirmed the committee member's individual views that the Department of Archaeology is an excellent one, and is, in many respects, the best in Canada. As with any department that has grown as rapidly as that at Simon Fraser, certain problems were voiced by students, faculty and staff and were recognized by the Committee. Most of these are of a minor nature and we believe that if the recommendations summarized following the text of this report are carried out the Department will maintain its respected position among archaeologists in North America and abroad. Most problems are not unique to Simon Fraser and involve decreases in funding, increases in enrolment, lack of space, regularization of administrative procedures and the like. Each is discussed more fully in the report.

A major problem revolves around the ephemeral nature of one of the physical anthropologist's relationship with the University. The nature of her appointment does not require her presence on campus for a major portion of each year. Our first recommendation, to appoint a second full-time physical anthropologist specializing in the Northwest Coast should be taken as an urgent priority.

INTRODUCTION

On March 30 and 31, 1998 a review committee comprised of Brian Fagan, University of California at Santa Barbara, Anne Katzenberg, University of Calgary, Michael Roberts, Simon Fraser University and James Tuck, Memorial University of Newfoundland, met with representatives of the Simon Fraser University administration, the University Library, faculty and staff of the Archaeology Department, and representatives of both the undergraduate and graduate students. Discussions with these groups and individuals were frank and open and revealed a what is clearly a "healthy" department despite the obvious concerns regarding the present and future state of physical anthropology at Simon Fraser University and a number of lesser concerns, often expressed by all parties to the discussions. In no case are these problems insurmountable and it is the opinion of the committee that Simon Fraser's Department of Archaeology is rightfully entitled to the high reputation it enjoys among academics both in Canada and elsewhere; furthermore, there is no reason to believe that the Department will not continue to be held in high regard.

This report is organized along the lines suggested in the *External Review Committee 1997/98 - Terms of Reference*, and looks at programs, faculty, administration and the department's relations with agencies outside the university.

PROGRAMS

UNDERGRADUATE PROGRAM

The Department has an exceptionally strong and well organized undergraduate curriculum, which has benefitted from over 30 years of continual refinement. The 1996 restructuring, with its reorganization of core courses, has been especially successful. We were impressed with the enthusiasm and commitment of the undergraduates who spoke with us. They were, of course, prominent members of the Archaeology Student Society, but that does not diminish their useful input into our deliberations.

Undergraduate teaching is broadly based, while at the same time continuing to reflect the department's long-term specialities in teaching method and theory in archaeology, in which the department continues to be exceptionally strong. Courses in the prehistory of the Old and New Worlds, and other courses typical of Canadian archaeology programs are also offered.

It is impossible to rank the Simon Fraser undergraduate program in archaeology against other departments in Canada, since only one other department of archaeology exists in this country. When programs within departments of anthropology are considered, it is probably fair to say that Simon Fraser's is equal to others in the country and better than most; in many respects it is probably the best in Canada.

The major concern of the undergraduate students, as well as the review committee, revolves around the physical anthropology program. Physical anthropology courses offered by the department of archaeology are important not only to the training of archaeology majors but also as a service to the university. Physical Anthropology encompasses a number of sub-fields, which have in common the study of human biology in the context of culture. Subdisciplines of physical anthropology include human paleontology, human adaptability, human genetics, human osteology, primate biology and behaviour and human

growth and development. All of these areas are important in training students in archaeology but some are more central to an archaeology program than others. Of primary importance is human osteology since it deals with the analysis of human skeletal remains from archaeological contexts. Thorough osteological analysis of human remains requires training in growth and development and adaptability. Recent advances in genetic technology also provide an argument for fuller training in genetics, as applied to analysis of ancient DNA and to understanding biochemical approaches to human evolution. Information obtained from the analysis of human skeletal and dental remains is an important component of the archaeological database for interpreting past peoples and it is crucial for students to be able to understand all sources of information. It is also crucial for undergraduate students to have a background in human origins.

Since anthropology at Simon Fraser University is linked with sociology, and focuses on social and cultural anthropology, it falls upon the department of archaeology to provide courses to the undergraduate student body in human origins (introductory physical anthropology). Such courses are popular options at all universities because of people's basic fascination with the natural history of our species and our place within the Primate order. The department of archaeology at Simon Fraser University currently has the personnel to train undergraduate students in some areas of physical anthropology through the 1.5 FTE positions. One of the two physical anthropologists covers human osteology and hominid evolution. The other covers primate behaviour and offers the introductory course in human origins. Because one of the physical anthropologists is only on campus for one semester per year, we presume that it falls upon the other physical anthropologist to advise students interested primarily in physical anthropology, and to deal with the day to day running of the program including lab materials and curriculum. Recently most physical anthropology courses have been taught by sessional instructors. While the situation that resulted in this situation could not be anticipated it is generally problematic when one individual is responsible for a program. Opportunities such as research leaves, fellowships or the desire to take on administrative appointments may interfere with the smooth running of the program. Even if everything is going well, it is a heavy burden to carry such a program.

We regard it as essential, therefore, that a second full time physical anthropologist be hired both to round out the program with additional course offerings and to share the administrative responsibilities in terms of advising students and keeping labs and curricula up to date.

Other than the major problems with the physical anthropology program and faculty, our concerns are relatively few. They are:

- a. We regard the use of Teaching Assistants as merely markers in introductory courses as a backward step, forced on the Department by budget reductions. We strongly urge that resources be provided to reverse this situation.
- b. Both students and faculty were enthusiastic about the notion of starting a Cultural Resource Management stream within the undergraduate curriculum. The undergraduates made the point that there are useful employment opportunities for people with BAs in archaeology, especially if they bring specific CRM skills with them. We recommend that this stream be incorporated into the curriculum as soon as possible. It can be done with some fine tuning of courses and no additional resources.

c. The Material Culture Analysis course was a cause of concern to both students and some faculty. The pedagogical problems associated with the course are not insuperable. We recommend that the faculty develop a set of highly specific objectives for the course, which accommodate a variety of approaches and expertises among the individuals who teach it. This will ensure both consistency and continuity.

d. The addition of the First Nations Studies Program to the Department offers a unique opportunity to integrate archaeology and First Nations courses into a single, and important undergraduate curriculum. We feel that this development, if properly handled, will place the Department in the forefront of such integrated approaches anywhere in Canada.

e. We are concerned about the teaching load carried by one "non-research" appointment. While some of her work results from teaching at other institutions locally, we feel her on-campus teaching load needs careful scrutiny in the interests of equity and her own intellectual well-being.

GRADUATE PROGRAM

Archaeology

The Simon Fraser archaeology graduate program is highly respected throughout Canada and internationally. As with the undergraduate program, it is impossible to rank the graduate program within Canada. The same comments apply: it is as good as any and a leader in many aspects. The Department has an enviable record in placing its MA and PhDs either in good graduate programs or permanent academic positions. As is appropriate, the program's major emphasis is in British Columbia archaeology, but the scope of dissertation work has widened in recent years as new faculty with interests elsewhere join the Department. We feel that the current mix of faculty with interests both locally and elsewhere is a major strength of the Department. The load of supervising individual students is well distributed through the faculty. We see no problems in fairness of workload, except that one instructor's workload is exceptionally heavy, something which should be looked into. At a general level, communication between faculty and students seems excellent both at a day-to-day and long-term level. Most students also felt their degree of supervision was good and that the faculty were interested in their progress.

Physical Anthropology

Simon Fraser University offers the only Ph.D. program in physical anthropology in British Columbia. It also provides training at the Master's level in human osteology, forensic anthropology and hominid evolution. In recent years this program has not admitted new students and those still in program will graduate soon. One physical anthropologist has single-handedly carried the graduate program in physical anthropology. This is a considerable load for any one individual and has the disadvantage of locking one person into a program. This creates problems if that individual takes research leaves, wins fellowships or takes on administrative duties.

The other physical anthropologist, because of the nature of her appointment, does not currently participate in the training of graduate students and is only on campus for one semester per year so has not been able to bridge this time, nor does her research area allow her to assume

the entire suite advisory duties. The department and administration have dealt with the problem of interim supervision admirably under the circumstances.

It is essential to restart the graduate program and to insure that such problems do not arise in the future. The most obvious way to do this is to hire a second full time faculty member in a related area of physical anthropology. A logical area for recruitment is someone who specializes in the physical anthropology of Northwest Coast peoples and has experience in working with local Native groups. Some members of the department have expressed concern that the graduate program has basically been run as a subdepartment within the archaeology department. Integration with the research focus on Northwest and British Columbia archaeology would be beneficial to faculty and graduate students. Archaeologists inevitably encounter human remains during excavations so a specialist would be available. Graduate students would receive training in the archaeology and physical anthropology of the region.

An alternative would be to advertise in the area of paleoanthropology (hominid evolution). This speciality is a multidisciplinary field and it is unlikely that Simon Fraser could initiate a major research program in human origins. Even if such an effort were possible, palaeoanthropology is less likely to integrate well with existing departmental foci. The real issue here is the teaching of palaeoanthropology and one of the present physical anthropologists covers this area in his undergraduate teaching.

The review committee recommends the creation of a new position in physical anthropology. Further we recommend specialization in the physical anthropology of peoples of Northwestern North America. In keeping with the departmental focus it would be desirable to have someone who works with skeletal remains but it would also be beneficial to have someone with related interests in Native health and disease experience who might fit well with the new Native Studies program.

General concerns of the Review Committee revolve around some specific issues applicable to both the archaeology and physical anthropology programs. They are:

Graduate student support

Both faculty and students commented on an inadequate level of support for graduate students at all stages in their careers. In particular, the Graduate Committee commented on the difficulty of putting together attractive financial support offers for outstanding students searching for a graduate department, despite using the Dean's special scholarship program. This is, of course, a problem common to graduate departments throughout Canada, and, with an acceptance rate of 25%, this department probably has about the same success ratio as others. However, we urge that everything be done to increase this acceptance figure with increased resources for recruiting promising applicants.

Teaching Assistant support remains a major concern. We are particularly worried about the decision to convert lower division TAs into markers, both because this places an undue burden on already busy faculty, but also because it can have a potential impact on overall standards in undergraduate courses. While we admire the faculty for their decision in the face of diminishing TA resources, we feel most strongly that steps must be taken by the Administration as soon as possible to correct this situation. Archaeology (and physical anthropology for that matter) are TA-intense subjects, which require adequate TA support at all levels. Introductory courses are among the most important taught in any department

and we regard the long-term policy of using markers only in these courses as both inappropriate and potentially harmful, however valiant the efforts of the faculty.

Increased TA support for the Department is an urgent priority to correct this unfortunate (and unavoidable) situation. Such support would solve several problems. It would decrease degree completion times, allow students to gain valuable classroom experience, and improve the quality of course content.

Graduate Student concerns

Most student concerns revolved around financial support and space issues.

Financial support

Several students felt there were too many graduate students relative to the financial resources available to the Department. Many graduate students support themselves by doing archaeological contract work in the Province (and sometimes leave the program for a while for the purpose). While it is fortunate that this source of earning power is out there, it does contribute to a longer degree completion time (see below).

Some students expressed concerns over the allocation of TAs and argued that it was done on the basis of equity rather than academic achievement. The Committee heard little mention of teaching ability in this connection from either faculty or students. We urge that the Department take a close look at their procedures and criteria for awarding all kinds of financial support, especially teaching assistantships, to develop a set of procedures for such awards and to communicate these procedures to the graduate students through their representatives.

Space

There is a chronic space shortage for graduate students, which dates back many years.

The Graduate Study Room in the Department is in a shocking state and is in urgent need of cleaning, day-to-day supervision, and renovation. Should this be reorganized, at least some problems will ease slightly.

1. We recommend that a faculty member and a graduate student be appointed as joint supervisors with decision-making powers.
2. We understand that both the Chair and the graduate students have plans (or at any rate perceptions of plans) to reorganize the space and renovate same. We recommend that the two parties get together as soon as possible to come up with an agreed plan for what we believe to be an impending remodeling.
3. A policy should be developed as to who has study space in the room, and for how long. Every effort should be made to develop an equitable, revolving door plan.
4. We urge faculty to do everything they can to develop study and office space in their laboratories for students under their supervision. While we appreciate that some faculty already do this, we feel that a systematic practice is in order and would save space.
5. We urge that consideration be given to graduate student needs as the impending, long-term reorganization of storage and laboratory space on the ground floor level proceeds.

Length of Degree time

Degree completion times are a major topic for discussion in high education and concerns were raised with the Committee about the length of time required to obtain a PhD and MA in archaeology at Simon Fraser.

After careful review of the evidence and discussion with both faculty and students, we agree with the Department that the 7 to 8-year Ph.D. completion time is about average for the discipline and not out of line.

The MA thesis requirement is exceptionally difficult in this Department. In recent years, several MA theses were based on large amounts of data and covered ground more appropriate for a doctorate. A combination of unusually rigorous expectations, inadequate graduate funding, which feeds a constant need for outside contract work conspire together to make for an unduly lengthy MA completion time.

We recommend that the Department take a careful look at their MA curriculum and thesis expectations, with a view to streamlining and shortening it. On the other side of the coin, it is only fair to point out that some faculty and students felt that the rigorous, data-based MA gave them a better competitive position in the job and graduate school market. Simon Fraser is well known for its MA students.

FIRST NATIONS STUDIES PROGRAM AND SECWPEMC PROGRAM

We think that the decision to place the First Nations Study Program under the aegis of the Department of Archaeology holds great promise for the future, *if* a genuine effort is made to integrate the two fields in the classroom at both the graduate and undergraduate level. This educational effort will be particularly effective if it can be carried into the field and be made part of the Department's active fieldwork program and Cultural Resource Management activities (and to be implemented undergraduate stream). We hope that the Department will carefully monitor the progress made by the new faculty member in archaeology and First Nation studies between now and the next review, as her or his activities will play a key role in determining the success of this important new direction for the Department.

The Committee was greatly impressed with the Secwepemc Program and with its current administrator's able and sensitive handling of the developing research and teaching program there. We urge the Department and the University to do all it can to foster and support this important program, which is surely a prototype for other such endeavors elsewhere in the Province and the country. We feel, however, that contact between Dr. Nicholas and the Department could be strengthened, and recommend that a regular exchange of research and teaching visits be maintained between Burnaby and Kamloops during the academic year. We also recommend that the Department draw on Dr. Nicholas' unique experience of teaching First Nations people archaeology as new curriculum directions develop at Burnaby in coming years

FACULTY

The faculty of the Archaeology Department is without doubt among the best collections of archaeologists in Canada. The faculty size appears presently to be adequate in relation to both the numbers of undergraduate and graduate students. Having said that,

however, we should also point out that faculty numbers are *just* adequate for the current enrolments. The faculty teaching load is about average for departments of this size at other Canadian universities. The graduate student load of approximately six per faculty member is probably slightly higher than that in most other Canadian archaeology programs. All faculty, with the exception of the primatologist whose appointment is of a special nature, participate about equally in departmental administration.

A particularly significant attribute of the Archaeology Department is the continuing role that professors emeriti continue to play in the department. Both are actively involved in student supervision, research, publishing and other department affairs. Professor Carlson continues to manage the Department's remarkably successful publication series.

The faculty members of Simon Fraser's Archaeology Department are, individually and collectively, among the most active researchers at any Canadian institution. Archaeological research ranges throughout North America and Oceania with a decided emphasis on British Columbia and adjacent regions of western North America. The entire range of prehistory as well as the archaeology of Europeans and other immigrant groups are being, or have been, investigated by archaeologists and physical anthropologists. The committee views this as an exceptionally good balance of research interests.

The Archaeology Department has a high visibility nationally and throughout North America because of the research activities of its faculty members. Moreover, Simon Fraser archaeologists are frequent contributors to the meetings and publications of American societies, particularly the Society for American Archaeology.

In short, the committee continues to be impressed with the faculty of the Simon Fraser Archaeology Department.

One real problem involving faculty, however, is the spate of retirements that will take place beginning in the next decade. While it is probably too early to begin to take action to replace retiring faculty, planning should begin before the next review to provide for "bridging" appointments to maintain continuity in the Department.

ADMINISTRATION

The administrative and support staff compliment of the Archaeology Department seems to the committee to be adequate given the department's teaching, research and other responsibilities. (See, however, comments about additional assistance for the Museum Curator.)

During our interviews, several points regarding departmental administration were voiced repeatedly by students, staff and faculty, including the present department chair. It seemed to be the opinion of many individuals that the present, somewhat informal, traditions of administration are now somewhat outdated given the size of the Archaeology Department. Regardless of whether such an informal style of administration is good or bad, many of those interviewed suggested that a more formal set of administrative procedures be adopted by the department. The Department has now reached the size where a formal Constitution is now a necessity. We recommend that the Chair develop such a document, using examples from other Departments as a model.

While progress has been made in replacing and repairing obsolete or well used equipment, we heard concerns that the priorities for purchasing equipment are not well discussed and articulated each year. We recommend that the Chair set up a formal, and

permanent committee to handle capital and equipment requests and make formal recommendations. We also heard many complaints about the Department teaching microscopes and suggest that their replacement be made a high priority.

THE MUSEUM

The Committee were impressed with the Department's small teaching museum, which maintains high standards despite an exiguous budget. We were pleased to see that exhibits are changed regularly with the active involvement of faculty and students. This is an important strength for the Department, which needs continued, and, if possible, enhanced support. As a start, we recommend that funds be found to support a student to supervise the museum several afternoons a week, so that the Curator can make fund-raising connections in the community and conduct important public outreach activities that are vital to the Department.

The curatorial facilities of the Museum are absolutely necessary for faculty and students to conduct research in British Columbia. Unlike some provinces where the agency responsible for archaeology assumes responsibility for the curation of collections excavated under permit, British Columbia requires that applicants demonstrate that collections will be curated at a designated legal repository. The Museum of the Archaeology Department is such a repository. It must be maintained, therefore, and provision made for the increase in collection size that will occur naturally as research at Simon Fraser continues.

The Museum is an important showcase for faculty research both on campus and in the community. We emphasize that such a link has important potential for funding raising and development activities and strongly urge that this function be given great prominence. Under all circumstances, the Museum should be fostered and expanded.

RESOURCES

Library Holdings

We were impressed by the valiant efforts made by Library staff to protect the Department's grossly inadequate serial holdings, a situation with partly historical roots. If the Department is to maintain its national and international reputation, it is essential that spending on serials be increased, even in a time of reduced budgets. We would like to point out that in archaeology both graduates and undergraduates make regular use of specialist journals, something which is not the case in other disciplines.

Underfunding serials budgets for archaeology affects the quality of teaching and research in the Department unusually directly and is a short-sighted policy.

Long-term Planning

Space

As the Department is unlikely to receive additional space from the University for the foreseeable future, it is vital to make full use of all available space. The Committee urges implementation of existing remodeling plans for the now somewhat disorganized ground floor level and loading bay area. We also recommend that shelving be purchased for some ground floor laboratories which are very disorganized simply because they have not been shelved adequately.

Equipment

The situation regarding field, laboratory and other equipment has been mentioned above in several places. Some equipment dates from the early years of the Archaeology department and is now outmoded and/or beyond repair. Such objects range from teaching microscopes to the *Sisiutl*. We have recommended above that a permanent committee be established to oversee the allocation of scarce financial resources allotted for equipment replacement or repair. At the same time as we recommend more efficient use of scarce funds, we should also emphasize that archaeology occupies the anomalous position of a science discipline in a faculty of arts. This argument has been made many times before, so we will state that it is true, and that every effort to maintain and replace necessary equipment must be made by the Simon Fraser administration.

CONNECTION OF THE DEPARTMENT WITHIN AND OUTSIDE THE UNIVERSITY

INTERACTION WITH OTHER DEPARTMENTS AT SIMON FRASER UNIVERSITY

Since archaeology is a multidisciplinary science, faculty interact regularly with their colleagues in other disciplines. The committee feels that the level of personal interaction, at times intense, is more than adequate. Certainly, no member of the faculty mentioned any concerns in this area. One positive note in this regard was the discussion of more involvement of the archaeology department with the social/cultural anthropologists. Although the two disciplines have drifted apart intellectually in the past decade, we regard such a relationship as beneficial to both departments.

RELATIONSHIP WITH PROFESSIONAL AND CLIENT COMMUNITIES

Archaeology is a small discipline. Its professional members maintain close ties with one another both within academic life and in the wider archaeological world. We believe that the department's relationships with both professional and client communities are as close as is appropriate, and indeed are a model of such ties.

RELATIONSHIP WITH ALUMNI

While the department, by the nature of its work, maintains close ties with graduates working in archaeology, we believe that a case could be made for developing an alumni organization, both to widen the department's external and community contacts and to aid in fund raising. We recommend that the Department consider starting such a group. A good starting point might be the Department's Museum, which is perhaps the Department's most "public face" and, as we have pointed out, is grossly underfunded. A campaign to encourage alumni to support the museum financially would be of benefit to all concerned.

SUMMARY OF RECOMMENDATIONS

1. A second full-time physical anthropologist should be hired. After some discussion the Committee concluded that a specialist in the physical anthropology of the peoples of the Northwest coast would be most appropriate given the other strengths of the department.
2. Teaching Assistants should not be employed solely as "markers" in introductory courses. If at all possible, additional funding for student support of this type should be made available to the Department.
3. Guidelines for the awarding of teaching assistantships should be established by the Department and these guidelines should be communicated to the students. Among other criteria, teaching ability should be included among these guidelines.
4. A Cultural Resource Management program should be introduced into the undergraduate curriculum as soon as possible.
5. The faculty should develop a set of highly specific objectives for the Material Culture Analysis course to ensure both consistency and continuity. They should accommodate a variety of approaches among individuals who teach the course.
6. The addition and integration of the First Nations Studies program into the curriculum should proceed as rapidly as possible.
7. Students and faculty should begin immediately to rationalize the use of the graduate student room. The room itself should be cleaned and organized immediately and one faculty member and one graduate student assigned to ensure that order is maintained.
8. Faculty should be urged to develop study and research space in their laboratories for the use of graduate students.
9. The Department should consider carefully the requirements, and the traditional expectations, of the MA program with a view to streamlining the MA degree.
10. We urge the University and the Department to do everything possible to foster the Secwepemc Program, and that a regular exchange of research and teaching visits between the Kamloops and Burnaby campuses be established
11. Although it may appear to be premature, consideration should be given to the spate of retirements that will take place early in the new century. Before the next review "bridging" appointments should be considered to maintain integrity and continuity in the archaeology program.

12. A departmental constitution, outlining policies and procedures, should be drawn up as soon as possible.
13. A committee on capital and equipment acquisition, replacement and repair should be established. The responsibility of this committee will be to allocate funds in the most efficient fashion to maintain the department's ability to teach and conduct research.
14. The Museum should be fostered and expanded. Its resources should be increased considerably. At the very least a student assistant should be hired to allow the curator more time for fund-raising and other activities outside the confines of the Museum itself.
15. Every effort should be made to increase the library's grossly inadequate serial holdings.