

**STRATEGY FOR SCIENTIFIC RESEARCH OF THE
INSTITUTE OF ARCHAEOLOGY
(2014 - 2019)**

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INTRODUCTION

The Institute of Archaeology is the central scientific institution for the study of archaeological heritage of the Republic of Croatia, carrying out scientific research programmes, contractual scientific projects, programmes pertaining to teaching, publishing and the popularisation of science, as well as dissemination of knowledge on the subject of archaeology.

The strategy for scientific research of the Institute of Archaeology in the period 2014-2019 is a medium-term strategy put forward by the Scientific and Administrative Council of the Institute in 2014 to foster scientific research with the aim of improving the scientific competitiveness of the Institute and further collaboration with similar scientific and higher education institutions in Croatia and abroad. The impetus for the creation of the Strategy was provided by the redefinition of subjects of scientific research and the adaptation of the Institute to the new environment resulting from Croatia's accession to the European Union, with the aim of improving scientific excellence and competitiveness and increasing visibility in the national and international scholarly community. The Strategy is a document created as a response to the new scientific challenges appearing before the Institute of Archaeology. It is a document that defines the social role and the identity of the Institute, determining guidelines for sustainability and the attainment of scientific excellence in a stimulating working environment.

In the creation of the document current national strategic documents were used, above all the 2013 Croatian Government Draft Strategy for Education, Science and Technology.

PURPOSE OF THE ESTABLISHMENT AND OPERATION OF THE INSTITUTE

The Institute of Archaeology was established on 26th January 1961 at a founding session, by a Decision of the Department of Archaeology and the Department of Art History of the Faculty of Humanities and Social Sciences of the University of Zagreb, under the name of the *Institute of Art History and Archaeology* with the aim to further scientific work on the study of national heritage in the fields of archaeology and the history of art.

By a Decision of the Council of the Faculty of Humanities and Social Sciences of the University of Zagreb, of 15th May 1965 the institution began working under the name *Archaeological Institute*. By a Decision of the Council of the University of Zagreb, on 13th June 1968 it acquired the status of an independent *Archaeological Institute of the University of Zagreb*. Based on the Organisation of Scientific Work Act and the Decision of the Republic Council for Scientific Work of 23rd December 1976, the Institute was integrated into the *Centre for Historical Sciences*, and on 9th September 1987 into the *Institute for Historical Sciences of the University of Zagreb*. On 21st November 1990, the *Institute for Art History* became independent from the Institute for Historical Sciences. An independent *Institute for Art History*, to which the Department of Archaeology was attached, was established by a Decision of the Ministry of Science and Technology of 1st October 1991.

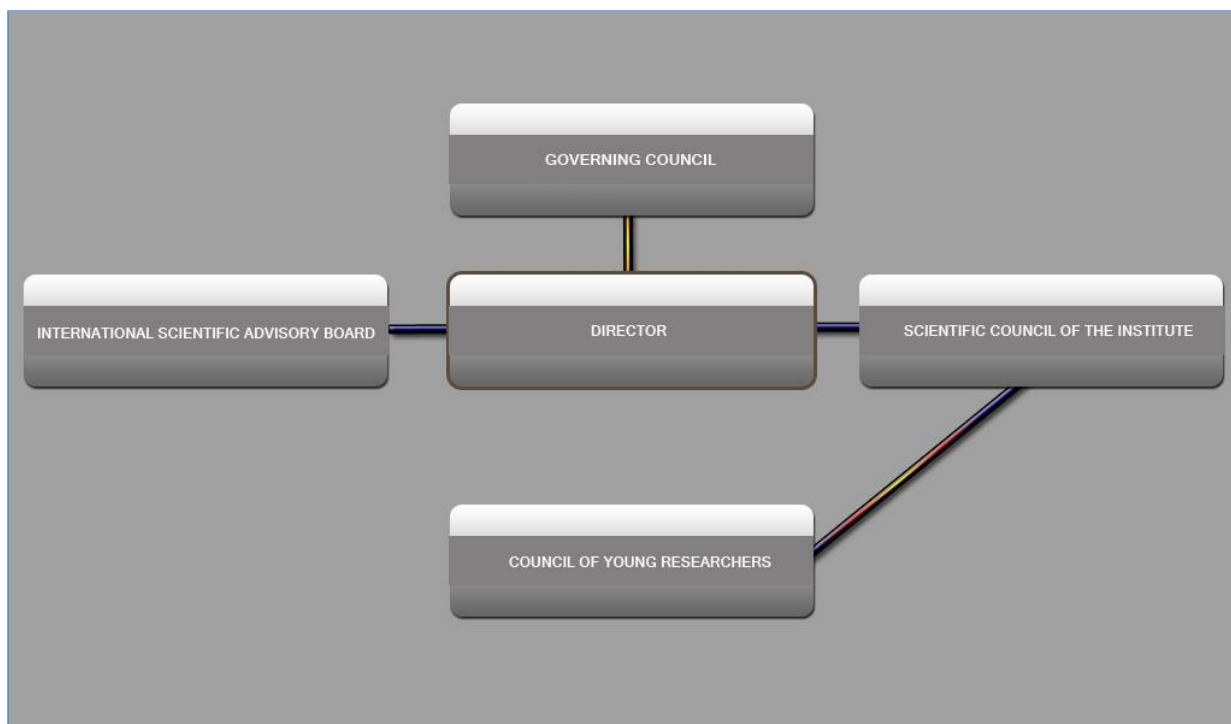
By a Decision of the Ministry of Science and Technology of 28th July 1992 the Institute was entered into the Register of scientific-research organizations under the name *Institute of Archaeology in Zagreb*. As a scientific-research organization, when the Institutions Act came into force, it became a public institution over which the Republic of Croatia gained founding rights. Based on the Scientific-Research Activity Act, by a Decision of the Ministry of Science and Technology of 14th December 1995, it was set up by the Government of the Republic of Croatia as a public institute under the name *Institute of Archaeology*, with the Republic of Croatia as the founder. The rights and obligations of the founder were assumed by the Ministry of Science, Education and Sports.

The Institute of Archaeology has established itself as the central scientific institution for basic and applied archaeological research in the Republic of Croatia, which covers all archaeological periods, while also developing the theory and methodology of research as well as creating ARHINDOKS (Archaeological Information Documentation Centre) as thematic databases of archaeological sites and finds. In addition to basic archaeological research, the staff of the Institute of Archaeology take part in the higher education. The Institute of Archaeology has developed a rich publication activity by publishing scientific and professional journals, monographs and proceedings, as well as organizing international scientific conferences, round tables and workshops.

ACTIVITY AND ORGANIZATION OF THE INSTITUTE

The activity of the Institute of Archaeology covers basic and applied scientific research in the area of humanities, field of archaeology. The basic task of the Institute is the scientific research of archaeological heritage, as well as the development of the theory and methodology of archaeological investigations and their connection in the European cultural area. The scientific activity of the Institute is carried out in the framework of national and international scientific projects and other contractual scientific and professional projects. The Institute places special emphasis on collaboration with related scientific institutions, universities and museums in the Republic of Croatia and abroad based on signed Collaboration Agreements. In addition to its scientific activity, the Institute of Archaeology also carries out programmes pertaining to teaching and publishing, as well as to the popularization of science on the subject of archaeology.

The organization of the Institute is regulated by the Statute and by the Ordinance on the Structural Organisation of Posts at the Institute.



MISSION OF THE INSTITUTE

The Institute of Archaeology is the central scientific institution for the study of archaeological heritage of the Republic of Croatia. The Institute is a public scientific-research institution associated with the Ministry of Science, Education and Sports of the Republic of Croatia, whose founder is the Republic of Croatia.

The fundamental activity of the Institute of Archaeology is basic and applied scientific research in the area of humanities, field of archaeology, and in other disciplines that are based on the principle of scientific excellence, as well as the enhancement of competences in the field of research and development. The Institute of Archaeology implements scientific programmes of strategic interest for the Republic of Croatia and, together with other scientific, higher education and museum institutions, works on establishing the scientific-research infrastructure of interest for the entire system of scientific activity and higher education with the aim of systematic and continuing acquisition and transfer of knowledge, as well as developing the theory and methodology of archaeological investigations. The Institute of Archaeology is tasked with achieving competitive scientific research and integrating its own scientific policy in the field of archaeology with the objectives pertaining to the social, economic and cultural development of the Republic of Croatia.

The basic competence of the Institute of Archaeology is the implementation of targeted basic scientific research and the dissemination of its results, as well as the creation of publicly available online sources, with the application of all available information and communication technologies. The Institute of Archaeology sees basic archaeological research as multi- and interdisciplinary, that is, as a form of international teamwork with target-oriented topics,

where efficacy and elasticity in organizing projects play a special role. In order to achieve the research goals and develop research potential, the Institute of Archaeology uses tested and innovative methods and technologies, is oriented toward international scientific standards, thereby significantly contributing to the further development of archaeological science in the Republic of Croatia. The Institute ensures scientific excellence by raising the level of scientific-research competences and by continually following the research results. The success of the Institute of Archaeology is based on the potential of its employees, whose competences and knowledge are furthered by continuous training and mobility, by the establishment of clear criteria for promotion and by stimulating the publication of research results in internationally renowned journals, as well as through the further affirmation of its own publishing activity. At the same time, the Institute intends to organize an elaborate system of incentives and rewards important in the context of the perception, evaluation and encouragement of exceptional progress and specific accomplishments of its own employees, young scientists in particular.

The perceived social role of the Institute serves for promotion of science and the roles that knowledge and science play in modern society. In the same vein, the Institute takes an active part in the creation of cultural policy whose aim is to preserve and present archaeological heritage as part of the national and wider European identity. At the international level, the activities of the Institute of Archaeology form an important part of the scientific and cultural policy of the Republic of Croatia towards the countries of Central and South-East Europe.

The dissemination and international presentation of scientific results of the Institute of Archaeology, as one of the priorities of scientific activity, is implemented through the continuous publication of research results and participation in higher education. Dissemination, not only within the academic community, but also among the wider public, by raising public awareness about archaeological heritage, is a contribution to the perception of the research of the Institute of Archaeology to the development of a science-based society. The Institute of Archaeology guarantees: compliance with international conventions and agreements on the protection of archaeological heritage; the integration of Croatian archaeological heritage into the European context; the presentation of Croatian archaeological heritage as a first-class sustainable economic segment (especially within culture-historical tourist resources), as well as compliance with high ethical and scientific standards in archaeological research.

The basic segments representing the backbone of scientific and professional activity of the Institute of Archaeology:

1. systematic basic scientific investigations in the area of humanities, in the field of archaeology, as well as their interpretation within the European context;
2. organization of systematic archaeological and interdisciplinary scientific investigations at characteristic sites, with the participation of young researchers (assistants and postdocs)

3. systematic publication of the results of basic scientific archaeological and interdisciplinary investigations;
4. organization of international and national scientific conferences and workshops in the field of archaeology;
5. identification and interpretation of archaeological landscapes in the territory of the Republic of Croatia and creation of databases (of sites, finds etc.) available on the website of the Institute;
6. development and elaboration of the theory and methodology of archaeology, as well as their implementation in the organization of the Institute and its collaboration with related institutions in Croatia and abroad;
7. collaboration with universities in the implementation of study programmes at undergraduate, graduate and postgraduate levels in accordance with signed contracts;
8. establishment of an archaeological and interdisciplinary network of scientists from Croatia and abroad;
9. development of publishing activity and availability of the Institute's publications;
10. popularization of the results of scientific archaeological investigations and dissemination of knowledge.

VISION OF THE INSTITUTE

The Vision of the Institute of Archaeology is founded on strengthening its position on its trajectory towards a renowned scientific institution in the field of archaeology in Central and South-East Europe and the central regional institution for archaeological research. The Institute will base this position primarily on scientific research focusing on wider topics of international significance, thereby increasing its contribution to national, as well as international topics and problems.

In the area of scientific research, the Institute of Archaeology will intensify collaboration with related and complementary scientific-research institutions in the Republic of Croatia and, even more so, abroad. The Institute will enhance its endeavours in disseminating acquired knowledge at scholarly and popular levels, in Croatia and abroad, where an important element is the concern for the employment and improvement of research competences of young researchers.

The Institute of Archaeology will take care of archaeological cultural heritage in the Republic of Croatia, promoting it in the international cultural and scientific community, thereby contributing to the cultural wealth of Europe as a whole. Likewise, the Institute will contribute, by implementing the results of scientific research into the economic sector, to the development of sustainable collaborative projects with various public services.

The Institute of Archaeology appears as the central Croatian scientific institution, in which a dynamic exchange of knowledge and experiences between experts and scientists from Croatia, as well as other European countries, takes place. The Institute should develop into a recognizable centre of excellence, whose activity, based on research in the field of archaeology, but enriched also with specific competences gained through inter- and multi-disciplinary research, will result in a comprehensive understanding of selected research topics that correspond to the needs of contemporary society. That way the Institute of Archaeology becomes a place where research projects of national and international significance are carried out (e.g. CSF, Horizon 2020, ERC, HERA and others), that is, an institution open to new ideas and dynamic communication of experienced, as well as young researchers. In order to ensure the set objectives, attention will be focused on creating institutional mechanisms for improving the quality of scholarly work and stronger integration in the European research area.

A basic precondition for achieving this vision is that the Institute has at least 15 scientists employed full-time and that the critical problem of the lack of work space be solved. The Institute will put additional effort into addressing these issues in the coming period.

STRATEGIC PROGRAMME OF SCIENTIFIC RESEARCH 2014-2019

In the coming period, the Institute of Archaeology will direct its scientific potential towards two basic research areas, within which, with regard to the present human assets and available infrastructure, several thematic units have been distinguished. In the new social circumstances and the present scientific challenges, research is oriented towards defined thematic frameworks, that is, towards the study of certain narrower thematic units in the broader spatial and temporal scales. In developing the strategic programme, the starting point for the Institute are the expected needs of society in terms of scientific research, whose objective is to improve previous scientific understanding and foster sustainable social development. The research is, above all, marked by future challenges and the potential for developing archaeology as a part of the humanities, with perceived great opportunities for the development of multi- and inter-disciplinary research. Research with this kind of an orientation is carried out through national and international scientific projects and other contractual projects whose aim is to highlight regional features resulting from the specific geopolitical position of Croatia at the crossroads of Central and South-East Europe.

The orientation towards a new scientific thematic focus is a response to the needs of the previous accelerated development of archaeological science, and here it should be pointed out that the proposed direction of research is partly based on the Institute's previously conducted basic research and scientific-research projects. The proposal for new thematic investigations has its core precisely in the completed or currently operative basic research projects, with an important novelty in the form of topics designed in such a way that several basic research projects may be integrated within a single scientific thematic unit.

The research plan of the Institute of Archaeology is based on the following research topics:

A) ARCHAEOLOGICAL LANDSCAPES AND IDENTITIES

The objective of this thematic unit is to study dynamic processes in the relationship of humans and landscape within settlements, fortifications, economic complexes, sacred spaces and communications. Research is oriented towards recognizing the models of human influence on the natural environment and vice-versa, as well as towards the symbolic significance of landscape resulting from that interaction. Various identities are formed in this complex relationship: cultural, social, ethnic, religious. The characteristic social constructs of communities are defined through the structure of gender identities and relationships. Archaeological heritage, often the only available source of information on past cultural and social landscapes, provides the basis for identifying various aspects of power, authority and dependence.

A1: LANDSCAPES

Within the framework of this research area, the focus is on the influence the natural environment (climatic conditions, geological configuration etc.) has on humans, as well as how humans transform the natural environment into a cultural landscape by using its resources and by responding to their own needs in the time in which they live. The landscape thus reflects the various forms of interaction between humans and their natural environment, the various ways this environment is used, the spiritual relationship with it, the social features of the communities and human creativity in general.

The research that takes landscape as a paradigm is focused on settlements, fortifications, cemeteries, workshop centres, spiritual uses of space etc. in order to associate the physical environment and material objects with the cultural context and symbolic meanings. Research is based on an interdisciplinary approach, using all the available archaeological methods.

A2: IDENTITIES

Within this research area, cultural, ethnic and social identities of prehistoric, protohistoric and historical communities and societies are studied. The reconstruction of social, individual and gender identities will be based on the archaeological remains of material culture observed in an interdisciplinary way in available sources and in the context of cultural and social processes. The identity of the communities will also be studied in the light of characteristic distinctions: regional vs. local, traditional vs. innovative.

One of the challenges lies in the recognition of older legacies in new social formations (such as the hybridity of material culture and cultural identities, social strategies of reaffirming old and creating new identities and relationships, distinguishing between indicators of older legacies and new elements in the processes of settlement, as well as the use of a given space through archaeological periods). Further challenges can be found in the problematic topics pertaining to the recognition of various identities deriving from gender studies, costume, warrior equipment etc. Social status, same as power and authority, is particularly characteristic in the research on the identities of local elites and their relationship with other

social classes in the broader geographical context of the time (for instance, the process of the Romanization of elites, chivalric orders, nobility in the mediaeval feudal society).

Research will also be directed towards the issue of the dynamics of the process of formation of specific identities, as well as their preservation and significance for contemporary community or society. The influence of individuals or specific groups of people on the formation of the identity of a given community is studied, as well as the opposing facet, to what degree the identity of a community is the result of complex socio-economic processes. Investigations are also directed towards recognizing specific regional identities within already structured supraregional cultural, social or even state formations.

A3: SETTLEMENTS

Settlements have been the basis of the material culture from prehistory to contemporary times, which makes them an important source of information on the material and spiritual aspects of past individuals and communities.

Research area is dedicated to studying different types of settlements, their position and functions. In that sense, the research focuses on the dynamics of the entire life cycle of settlements, from the selection of place for habitation until its abandonment. Archaeological records are the basis for observing similarities and differences in the character of settlements, the way they functioned, the organization of their interior structure and infrastructure, from individual households to the level of entire communities. Everyday and seasonal activities within settlements, as well as their material remains, reflect complex social and cultural, but also ritual practices, serving as a good indicator of identities, traditions and their changes. By mapping the spatial distribution of settlements and analysing their relationships, it is possible to recognize patterns and models of settlement, with a view to understand processes leading to these patterns and models, opening the opportunity to analyse the complex relationships between core and periphery in the case of, for instance, settlements of higher and lower orders. These data are used also for studying settlements and population density of one or several regions during one or several developmental phases in the past.

An important segment of this research area consists of interdisciplinary studies (archaeoclimatology, zooarchaeology, archaeobotany, geophysics, Lidar etc.), aimed at a comprehensive reconstruction of the ecological and social living conditions in the settlement with its environment. In addition to the endeavour to provide a scientific foundation for data on different aspects of everyday life in the past, results of the research also offer excellent opportunities for disseminating knowledge and popularizing archaeology (digital reconstructions of settlements and life in the past), and present the basis for a systematic and thorough interpolation of archaeological heritage into contemporary society, especially within the economic sector (cultural tourism, for instance).

A4: RITUAL

Spiritual heritage is an important part of identity, bearing testimony to complex interactive relationships of former communities. For the time being, this is borne out most eloquently by

the results of the research of cemeteries, which allow us to study funerary beliefs and rituals connected with the departure from earthly life.

All known societies exhibit some form of burial rites, have a hallowed ground for their deceased members, and express their remembrance. The recognition of the defined rules of the burial rite are the result of beliefs the communities followed in burials, which again testifies to the existence of the relationship between the living and dead members of the community and their attitude to death as an integral and unavoidable part of life. The behaviour of the community toward its dead member may point to his/her identity and social status, in which different rituals may reflect relationships and statuses within one or more communities at the local and broader regional levels. In the framework of these investigations, death is also observed as a biological and cultural transformative phenomenon, and not a static representation of identity, being understood instead as a process during which the existing identities and relationships are reconfigured, and new ones are created. The study of cemeteries broadens the perspective in examining communities from everyday existential activities to the spiritual world. In these studies, in addition to analyses of the material legacy, a particularly important role is played by the results of interdisciplinary research (anthropological, zooarchaeological, archaeobotanical) conducive to the study of ritual activities that are not always recognized in archaeological finds.

Further testimony of spiritual heritage is provided by sacred places and landscapes formed by activities of communities. Rituals, as an integral part of life, can also be followed in other forms – everyday/household rituals; rituals associated with the foundation of settlements, with the beginnings of certain actions or the building of new structures etc. During historical periods, the complex religious concept is materialized by the erection of sanctuaries and churches, which represent the expression of beliefs of organized communities, becoming an integral part of their identity.

B) TECHNOLOGY AND ECONOMY

Technology involves the use of raw materials, tools, techniques, skills and knowledge of producing objects and establishing technological systems that form part of the economy of a given society. In the context of the research topic the study of production technology and economy is approached from several aspects, namely: activities connected with the production, use and distribution of objects; skills and knowledge rooted in the social tradition or conditioned by the influence of external factors.

Data sources are indirect and direct indicators of production activities, documented on the basis of the results of archaeological excavations or encoded in the structure of the material, as well as indicators of activities pertaining to distribution and use of products. The research topic is oriented to the study of those activities in the contexts of certain materials, especially pottery, metals (bronze and iron), glass and textiles, as well as food products and other goods. The research covers the entire life cycle of objects. In the segment of production, research focuses on locating the source of raw materials, analysis of their physical and chemical properties, processing and preparation of raw materials, and the technology of production. By reconstructing the process of production we try to understand the mechanisms influencing it,

and identify the indicators of organization and levels of production. On the other hand, in the post-production segment we study the processes of use, distribution, recycling and deposition of objects, as well as processes that, through social interaction, lend the object cultural significance. Analyses of the economic systems, based on the level of technological development and models of distribution, allow us to distinguish the cultural contacts pointing to the ranges of communication networks established in the past.

Interdisciplinary research is an important segment of this research area, in addition to standard archaeological methods. In this, methods from natural sciences are used (archaeometry of materials), experimental archaeology, ethnographic analogy and tools such as GIS and databases. By combining these methods and tools it is possible to reconstruct the particularities of production and models of transfer of knowledge and skills, as well as the exchange of goods and ideas.

STRATEGIC GOALS AND MEASURES

The Institute of Archaeology carries out basic scientific investigations in the area of humanities, field of archaeology, as well as multi- and interdisciplinary research in collaboration with other scientific disciplines, with the aim of acquiring new knowledge and competences, keeping in mind the continuing development of theory and methodology of archaeological investigations. It is an obligation of the Institute to continually report the results of conducted scientific investigations to the scholarly community, as well as to the broader public. An important factor in this is the orientation of research toward public interest and the community in which the Institute operates. The crucial elements of this endeavour are the processes of dissemination of knowledge and the popularization of science. Therefore, it is of the utmost importance to make the results of the research carried out by the Institute available to the public, using all available information and communication technologies, via various forms of publication (journals, monographs, website, lectures, presentations, round tables, workshops).

The basic task of the Institute of Archaeology is target-oriented research of archaeological heritage through national and international scientific projects, with consistent publication of the results and resulting knowledge. The first priority is multi- and interdisciplinary scientific-research work according to the criteria of excellence and autonomous scientific activity. The basic tasks are founded on the permanent scientific-research activity of the Institute as an institution that ensures and stimulates the scientific excellence of its staff.

In defining strategic goals and measures an important role is reserved for the International Scientific Advisory Board of the Institute of Archaeology, composed of renowned foreign scholars. The members of the International Scientific Advisory Board assist in the definition of the strategic directions of research, as well as in launching new directions of international collaboration; take part in the assessment of the quality and importance of the scientific research of the Institute and put forward objectives and measures aimed at raising the quality of research.

The Institute of Archaeology develops and conducts basic scientific research whose results are comparable to European results, in order to contribute to the integration of the European scientific and cultural area, as well as sustainable economic development. To maximize the efficiency in achieving strategic goals, the Institute defines the operative objectives and measures for their accomplishment and the directions of scientific activity in order to maintain and develop, as well as improve scientific activity as a whole.

The objectives of the Institute's strategic development are based on the high quality of the basic scientific investigations and the scientific production recognized through the published papers in prestigious journals and by renowned publishers, with active participation at conferences. In this way a higher international visibility is ensured, as well as the recognition of the scientific activity of the Institute, which, at the same time, ensure further improvement of scientific work according to the criteria of scientific excellence and autonomous scientific activity.

The priorities of the Institute of Archaeology in the next period cover, first of all, maintaining and improving scientific excellence, for which it is necessary to preserve the autonomy of the institution in the selection of scientific thematic units as the basis for future basic research. Standing out in particular is the need to strengthen the scientific performance through active participation of the Institute's scientists in the relevant international environment, as well as to stimulate the development of new scientific projects corresponding to current trends in science. In the same vein, development is stimulated of innovative thematic project directions that will group together teams of scientists from the Institute, but also from collaborative institutions in Croatia and abroad. A testimony to this is provided by the projects of the Institute financed through the Croatian Science Foundation.

For the achievement of these conditions it is necessary to, first, preserve the status of an independent public institute with public financing, with appropriate space and a staff of at least 15 scientists employed full-time as a precondition for independent scientific-research work. Likewise, to ensure that the strategic goals of the Institute are implemented it is necessary to have scientific freedom, high-quality scientific work that is at the same time responsible with regard to the community. In this way the results of scientific research in the context of the social role of the Institute are recognized in the systematic transfer of knowledge and understanding into higher education and in the evaluation of archaeological heritage in the broader social environment.

LONG-TERM STRATEGIC GOALS:

- A) Scientific excellence – to become a regional European scientific centre of excellence and to draw nearer to related European institutions with the results and orientation of research topics and units, in which the scientific-research activity at all levels would be comparable with related research in the European environment;
- B) Active participation in international scientific projects;
- C) Stimulating multi- and interdisciplinary research according to the criteria of scientific excellence and autonomous scientific operation;
- D) To actively transfer acquired knowledge and skills resulting from scientific research;

- E) Developing the theory and methodology of research and raise the standard of quality by constantly adapting its own organizational structure;
- F) Preserving the status of independent public institute with public financing;
- G) Active participation in the shaping of the policy of preservation and presentation of cultural heritage.

STRATEGIC GOALS 2014-2019:

A) SYSTEMATIC STRENGTHENING OF SCIENTIFIC PERFORMANCE AND INTERNATIONAL VISIBILITY

In order for the Institute of Archaeology to be perceived as a competitive international scientific institution, it is necessary to ensure that measures are implemented to systematically strengthen scientific performance. This is why it is crucial to continuously assess the accomplished results at the sessions of the Scientific Council and Governing Council, as well as to organize a structured system of incentives and rewards important in the context of evaluating exceptional progress and specific achievements of the Institute's staff. The strengthening of scientific performance provides conditions for improved visibility in the relevant international scientific environment.

Taking into consideration the existing legal framework and legal acts of the Institute, continuous monitoring, assessment and fostering of the results of scientific performance is being carried out, with special emphasis on the quality of scientific productivity, which comes to the fore in the analysis of the number of papers in prestigious international journals, citations in the reference bibliographic databases and active participation at prestigious international scientific conferences. The analysis contains also data on the management of or participation in national and international scientific competitive projects, on the conduct of basic archaeological and multi- and inter-disciplinary research, as well as participation in outgoing and incoming mobility.

OPERATIONAL OBJECTIVE 1: raising the number of papers in prestigious international journals and citations in reference bibliographic databases

The Scientific Council of the Institute is responsible for creating a list of internationally prestigious journals to which manuscripts would be sent of scientific works resulting from the Institute's basic and applied scientific research, which, by virtue of their results, are compatible with international scientific knowledge. The primary forms of scientific dissemination for the area and field of scientific research, in addition to indexed scientific journals, are authored books published by internationally renowned publishers and by the Institute itself, peer-reviewed papers in international proceedings, and book chapters. The publication of research results is the duty of scientists, who publicly present the results of scientific research, making it available to the scholarly community and the broader public. The Institute evaluates scientific performance on an annual basis. This performance shows a steady growth, which, on the other hand, is also an incentive to intensify dissemination in the

international scientific environment. The publication of the results of original and innovative basic and applied scientific research, as well as the resulting knowledge, leads to more citations in reference bibliographic databases.

- annual analysis of published scientific papers and the citation of all the scientists,
- dissemination of published works abroad via the Institute's website,
- exchange of knowledge and experience among the academic staff of the Institute regarding publishing abroad,
- providing administrative support as well as funds for the costs of translation and proof-reading

OPERATIONAL OBJECTIVE 2: increasing the number of participations at international scientific conferences

The academic staff of the Institute continually monitor calls for participation at international scientific conferences and learn about their topics through interpersonal communication. It is an obligation of the Institute to provide, through scientific projects, contractual projects and multi-year financing of scientific activity, the financial support for active participation at international conferences. This ensures the direct transfer of scientific results and knowledge into the international scientific environment, thereby fulfilling the conditions for the direct establishment of contacts between scholars for future scientific collaboration.

- annual analysis of the participation of scientists at international scientific conferences,
- providing funds for active participation at international conferences,
- organizing international conferences by the Institute.

OPERATIONAL OBJECTIVE 3: increasing the number of scientific competitive projects and active participation in international scientific projects

The Management of the Institute is responsible for systematic monitoring of public calls for applications of national (CSF, MSES) and international scientific projects (Horizon 2020, ERC, HERA etc.). The Institute provides administrative support for scientists in preparing and carrying out projects through the use of the existing infrastructure, thereby ensuring a higher visibility of the Institute in the international scientific environment. Scientists will continue to be encouraged to apply for competitive scientific projects, as well as to create new project tasks and basic research topics, in which a special role will be played by the Scientific Council of the Institute. In order to raise the efficiency of research it is necessary to provide quality administrative support by developing clearly elaborated procedures that must be in the service of scientific activity and the scientists themselves, for instance, additional training of administrative staff at workshops and seminars.

With growing international visibility, there is also greater availability of the results of the basic archaeological research of the Institute, whose potential for international collaboration has already been recognized. The establishment of the International Scientific Advisory

Committee, whose members, by virtue of their knowledge and competences, may improve the strengthening of collaboration with related international scientific institutions, with which the Institute signs collaboration agreements, is of great help for the active participation of the academic staff of the Institute in international scientific projects. Direct implementation of contracts is realized through the collaboration in joint scientific projects, but also through mutual scientific training, especially for young researchers.

- develop and strengthen the existing networks of scientists for joint applications,
- organize thematic discussions on tenders for projects,
- appoint a coordinator/group for international collaborations,
- invest time into designing new international collaboration with an emphasis on regional collaboration and applications in partnerships,
- improve bilateral and multilateral collaboration with countries in Central and South-East Europe.

OPERATIONAL OBJECTIVE 4: stimulating multi- and interdisciplinary research

In view of the recognized multi- and interdisciplinary character of the Institute's basic scientific research, the intensification of collaboration has been facilitated with scientific institutions from other scientific areas in the Republic of Croatia and abroad, especially in biomedicine, natural sciences and engineering. Research of this kind is of mutual benefit and results in original and innovative understanding that may find a broader application in science. So far the emphasis has been laid on conducting anthropological, archaeozoological, archaeobotanical and chemical analyses, but this certainly ought to expand to cover also other scientific disciplines.

- continue with previous collaborations and strengthen team work for collaborative projects,
- base the collaborations on joint scientific projects,
- organize lectures on multi- and interdisciplinary research with an emphasis on the specific knowledge and experiences that the Institute has.

OPERATIONAL OBJECTIVE 5: development of theory and methodology of research

The Institute of Archaeology has always been oriented towards the development of the theory and methodology of archaeological research to the benefit of the entire archaeological community. The innovativeness particularly comes to the fore in the development of the procedures of documenting basic archaeological research, as well as in the analysis of collected finds and samples. The Institute demonstrates an orientation towards the development of non-invasive methods of archaeological investigation, that is, various forms of prospection, and also implements the acquired knowledge and skills to the benefit of all interested users.

- organizing workshops and seminars on the theory and methodology of research,
- developing non-destructive methods of archaeological investigation,

- developing collaboration with all users of innovative directions in methodology.

B) STRENGTHENING HUMAN RESOURCES

In reaching its strategic goals, the Institute pays special attention to the need for the further development of human resources, with strengthening responsibility toward and among the staff. This is why one of the priorities is the improvement of the quality of scientific work by establishing an adequate system of employment and promotion of the most successful scholars. This would make the Institute an institution of choice for employment not only of archaeologists, but also of scientists oriented towards inter- and multidisciplinary research, which would position the Institute also as a preferred institution for collaboration with institutions of other scientific orientations, especially in the fields of biomedicine, natural sciences and engineering, enabling the development of the dissemination and exchange of knowledge.

The Institute recognizes the importance of an orientation towards the strengthening of human resources in terms of applying to national and international scientific projects, in which complete administrative and every other support is provided in the preparation of projects, through the use of the existing infrastructure of the Institute. The scientists retain complete independence and creativity in scientific-research work, with continuous monitoring of the development of scientific careers, particularly of young researchers, in order to ensure successful retention of postdoctoral scholars and recruitment of new assistants. In this way conditions are created for stronger connection and collaboration between scientists in the Institutes, as well as within the broader academic community. Although the Institute is primarily a scientific institution, its academic staff, through collaboration with universities, is involved in higher education by carrying out teaching activities such as holding courses and seminars, mentoring and participating in committees.

OPERATIONAL OBJECTIVE 1: encourage independence and creativity and continuing training of scientists

For the successful implementation of strategic goals it is necessary to ensure the complete independence of scientists in the selection, conduct and presentation of scientific research. The opportunity to carry out independent scientific-research work will improve also the creativity of each scientist. It is the Institute's duty to ensure the dissemination of acquired knowledge and skills that are, above all, intended for the international scientific environment in order to develop the competences of each scientist. On the other hand, the dynamic development of archaeological science points to the challenges of continuing training and acquisition of new knowledge and skills by each scientist in order to improve their own position, but also the position of the Institute in the international scientific competitive environment.

- encourage the free choice of scientific-research topics,
- provide conditions for undisturbed work as a precondition for their competitiveness,

- maintain interdisciplinarity, openness and originality in the approach to topics,
- support and evaluate progress and success of scientists by an elaborate system of incentives

OPERATIONAL OBJECTIVE 2: encourage independent careers of young researchers

For the perception of the Institute of Archaeology as a preferred scientific institution for individual work and teamwork it is highly necessary to encourage the independent careers of young researchers so that they may develop their own competences in an increasingly dynamic international scientific environment. The Scientific Council ensures that young researchers be independent in choosing scientific research topics to their benefit and the benefit of the Institute. The Institute's Scientific Council has developed mechanisms for the continuing evaluation of young researchers, as well as their mentors, in order to ensure continuity of scientific promotion. Likewise, the Institute has the obligation to provide scientific training to young researchers abroad, with the aim of developing new knowledge and skills they might later transfer to all interested users.

- include young researchers in all basic activities of the Institute,
- encourage their independence and creativity, evaluate and reward progress and success,
- encourage them to take part in national and international scientific projects and provide necessary initial funding,
- provide funds for scientific training abroad.

OPERATIONAL OBJECTIVE 3: retaining successful postdoctoral scholars and recruitment of new assistants

A task of the Institute of Archaeology is to become an appealing scientific institution for the employment of young researchers, in which they may acquire the knowledge and skills necessary for future independent scientific-research work in an international scientific environment. An important element in the employment of new assistants is the success of the mentor, who is evaluated by the Scientific Council of the Institute. One of the main goals of the Institute is to employ the most successful postdocs who show the potential to manage their own research teams.

- retain successful junior researchers and employ them at scientific positions,
- endeavour to employ new young researchers, both archaeologists and scholars of other scientific orientations.

OPERATIONAL OBJECTIVE 4: increasing outgoing and incoming mobility

A task of the Institute is to apply to public calls for scientific training abroad and to intensify collaboration with international scientific institutions with which Collaboration Agreements have been signed. In the same vein, it is desirable to invite internationally renowned scholars and young researchers to collaborate on scientific projects and in the Institute's basic research. Their arrival contributes also to the training of the scientists at the Institute.

- work out a plan and mechanisms for the exchange of researchers,
- facilitate acceptance of foreign scholars for training at the Institute.

OPERATIONAL OBJECTIVE 5: stimulating collaboration with universities

The academic staff of the Institute of Archaeology take active part in all the degrees of academic education, thereby ensuring the direct exchange of knowledge and the implementation of the results of scientific activity of the Institute in education. A more intensive participation in education comes to the fore in the facilitation of training for students and young researchers by working on scientific projects and in the basic scientific research of the Institute (e.g. volunteering). It is precisely the organization by young researchers of doctoral and postdoctoral seminars at the Institute, through which direct contact of the entire scientific youth is achieved, that highlights the purpose and justification of joint scientific-educational activities. Therefore, taking into consideration the experiences gained so far, it is desirable to form doctoral studies from the area of the Institute's activities in collaboration with other scientific institutions and universities.

- continue collaboration with universities,
- organize seminars and workshops aimed at students, in collaboration with other institutions
- design a specialized postdoctoral study from the area of the Institute's activities.

C) SYSTEMATIC STRENGTHENING OF THE INSTITUTE'S VISIBILITY IN THE WIDER PUBLIC AND COLLABORATION WITH ECONOMIC SECTOR

Although its primary orientation is towards scientific research, the Institute of Archaeology recognizes the importance of the continuous presentation of results and resulting knowledge, and is therefore developing various models of dissemination and popularization, as well as the public communication of completed activities. The activities of the Institute are communicated to the wider community through the organization of educational programmes, public lectures and various forms of presentations, for instance, in collaboration with museum institutions (e.g. exhibitions) and above all through intensive project activities taking place in the framework of science popularization. These examples at the same time highlight the important social role the Institute plays in the promotion of Croatian archaeological heritage and the development of public awareness regarding the attitude towards heritage. In the past period the Institute developed an intensive collaboration with the economic sector, especially on national infrastructure projects during which its task it was to protect, investigate and evaluate endangered archaeological heritage.

OPERATIONAL OBJECTIVE 1: intensify the presentation of research results, especially via the institute's website

A direct manner of communication with the scholarly and broader public takes place via the Institute's website, on which the results of the entire scientific-research activity of the

Institute are published, with the aim of further encouraging this form of communication. It is highly necessary to improve visibility by providing timely information on actual events taking place at the Institute. Direct contacts with users will be possible by providing direct counsel and answers to asked questions, thereby facilitating a more active transfer of the acquired knowledge and skills. Especially important is the creation of information databases on sites and finds, which become available to interested scholars, which were created through basic research on scientific projects.

- creation of a website,
- timely updating of the website with current contents and information,
- digitization of documentary material and its availability on the website.

OPERATIONAL OBJECTIVE 2: implementation of science popularization projects

The Institute of Archaeology dedicates considerable attention to science popularization activities oriented towards the wider public, and teacher training and education in particular. This contributes to raising public awareness about the importance of scientific research and the values of a knowledge-based society. Likewise, science popularization projects carried out in local communities foster awareness about the preservation of their own distinctive elements of material and spiritual culture. Direct encounters of scientists and interested users, as well as presentations of the Institute's scientific achievements take place through the organization of workshops and Open Day at the Institute.

- organize a discussion and develop a proactive plan of science popularization and activities to improve the visibility and dissemination of research results,
- continue and strengthen collaboration with other institutions and organizations, as well as the media and publishing companies, web portals etc.,
- strengthen contacts with non-government organizations.

OPERATIONAL OBJECTIVE 3: improve the organizational structure of the Institute

To improve the organizational structure of the Institute it is necessary to carry out an external evaluation in order to achieve the rational utilization of the existing scientific infrastructure and improve the human resources of the administrative staff, to maximize the purpose and quality of their assistance to the scientists. In the same vein, the Institute displays the status of an open-type institution by establishing collaboration with similar institutions in order to ensure maximum utilization of the existing equipment for competitive research work.

- resolve the observed weak points in the organization;
- educate the administrative staff,
- improve competences and staff for monitoring international projects
- promote and strengthen the role of ARHINDOKS.

OPERATIONAL OBJECTIVE 4: further development of the publishing activity of the Institute

The Institute of Archaeology has developed a rich and well-developed publishing activity, presenting the results of scientific-research work in archaeology not only in the territory of the Republic of Croatia, but also abroad. It is necessary to intensify this activity and work on the expansion of the distribution network of the Institute's publications, particularly through library exchange with related institutions, thereby improving the availability of the results of scientific research to the international scholarly community. The development of scientific dissemination, in addition to the publication of scientific and professional journals, monographs and proceedings, ought to be directed also to electronic editions and publicly available databases via the Institute's website.

- continue publishing the Institute's journals,
- continue publishing monographs and proceedings,
- ensure the international distribution of the Institute's publications,
- advocate increasing co-publication with other publishers in Croatia and abroad,
- launch electronic editions,
- continue efforts to have Croatian archaeological heritage presented by foreign publishers.

OPERATIONAL OBJECTIVE 5: intensify development of the library

A topic associated with the development of the publishing activity is the status of the library, which is being intensively stocked with editions arriving through library exchange. The final objective is to intensify the development of the library, which might become a centre with a specialized library fund. To achieve this, it is necessary to create a development plan for the library, as well as to digitize the catalogue and make it publicly available online.

- create a development plan for the library,
- continue and expand the exchange of the Institute's editions.
- digitize the catalogue and make it available on the Institute's website,
- secure funds for the acquisition of books and journals,
- secure funds for annual subscriptions to foreign databases.

OPERATIONAL OBJECTIVE 6: participation in public discussions relating to the policies of preservation of cultural heritage

The Institute ought to take a more active part in public discussions on policies pertaining to the preservation of cultural heritage. It should also promote the raising of public awareness regarding attitudes towards heritage. The Institute ought to improve the perception of itself as an unavoidable institution in the definition of cultural policies, especially the development of cultural tourism, as well as other spheres of the economy.

- organize round tables with topics pertaining to the preservation of archaeological heritage,

- prepare proposals for better and more efficient preservation and presentation of archaeological heritage,
- define cultural tourism projects.

OPERATIONAL OBJECTIVE 7: promote activities for self-financing of the Institute by providing services

The management of the Institute regularly monitors public calls for applications for scientific and contractual projects and for providing services to external users. The collection of necessary documentation is the responsibility of the Institute's management, which ensures high quality administrative support for the scientists. It should be pointed out that providing services, above all, ought to facilitate the development of the scientific-research activity and infrastructure, as well as strengthening the human resources of the Institute.

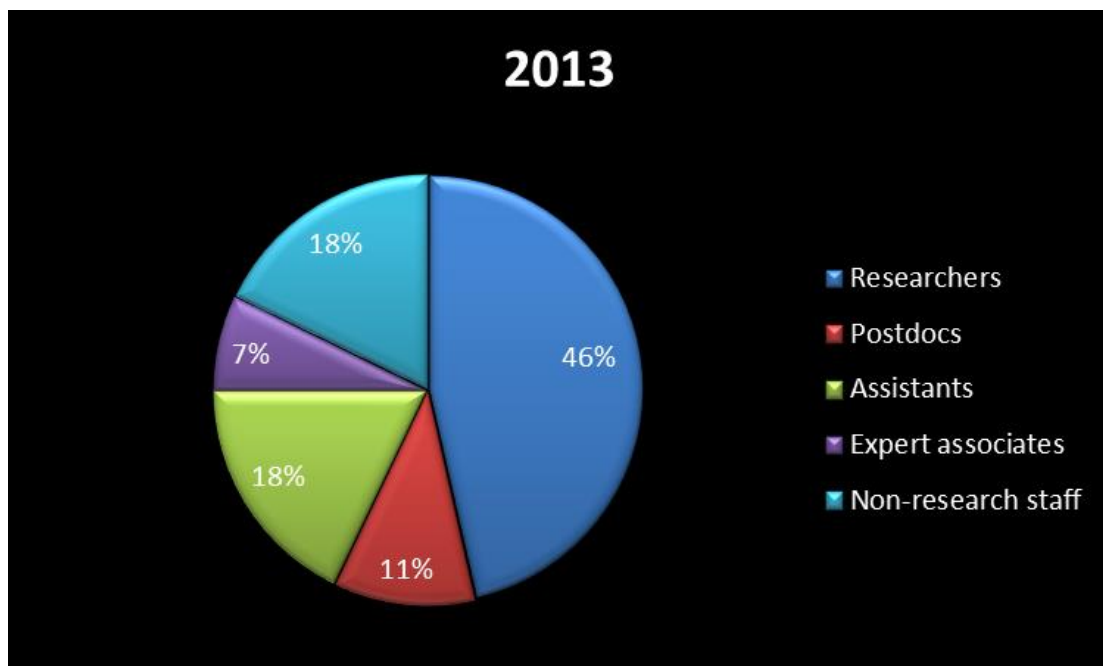
- educate the administrative staff for applications to public calls,
- introduce researchers to the procedures for applications to public calls.

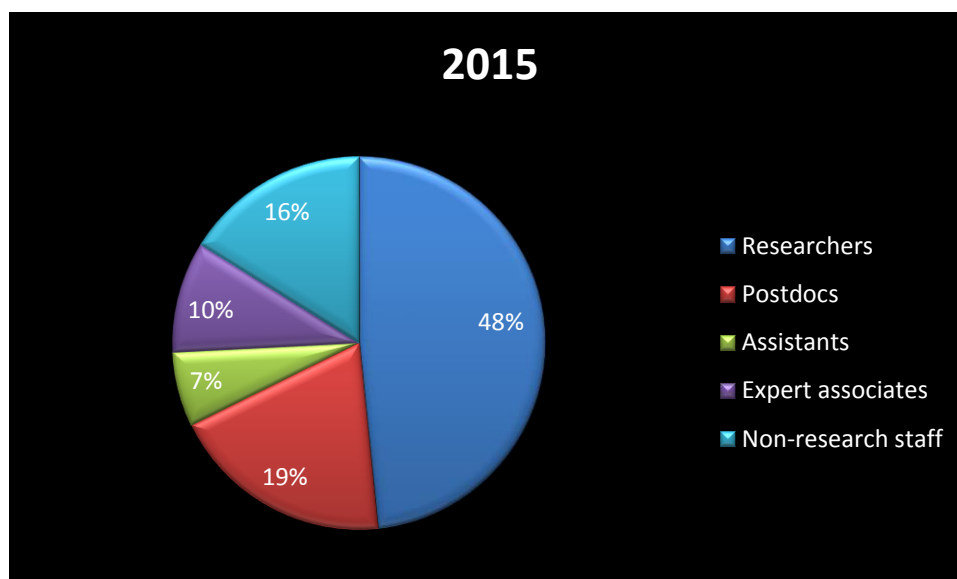
SWOT ANALYSIS OF THE INSTITUTE'S POSITION IN THE SCIENTIFIC AND SOCIAL ENVIRONMENT

The analysis of the environment bears witness to the scientific potential of the Institute of Archaeology as the only scientific-research institution in the Republic of Croatia in the field of archaeology, as well as to its position in the scientific, social and economic environment. The aim of the analysis is to accomplish the set strategic goals. The previous scientific activity is a testimony to the fruitful collaboration the Institute has established with related scientific and higher-education institutions, as well as other cultural institutions, above all museums, operating in the field of archaeology, and also various non-governmental organizations, through which the contribution of the Institute to a knowledge-based society comes to the fore.

The structure of the Institute's human resources is regulated by the Ordinance on the Structural Organisation of Posts at the Institute. In its employment policy, which is considered a precondition for development, the Institute, in accordance with current legislation, does not make decisions independently. Instead, any changes require the approval of the Founder, i.e. the Ministry of Science, Education and Sports. The present structure is the result of this policy and, even though the current structure produces a high level of research quality, the situation with human resources at the Institute in the field of research is presently not satisfactory. The institution should be reinforced in the next period by employing scientists oriented to multi- and interdisciplinary research (e.g. zooarchaeology, archaeobotany, archaeogeology, remote sensing etc.), for which the support of the Ministry is expected. Their scientific-research work would be based on the Institute's basic research, but at the same time, due to the lack of scientists of such profiles in Croatia, it would play an important role in the transfer of new knowledge and skills to other users in the Republic of Croatia.

Research staff	2010	2013	2015	2019
Researchers	13	13	15	17
Postdocs	2	3	6	5
Assistants	6	5	2	3
Expert associates	2	2	3	5
Non-research staff	5	5	5	5
Ratio	23 : 5	23 : 5	26 : 5	30 : 5





The Institute of Archaeology, as the central scientific institution for archaeological research, whose basic task is the multi- and interdisciplinary study of archaeological heritage, has been implementing its mission and vision without interruption since it was established. In its status and social role, the Institute is comparable to related national institutes for archaeology in most European countries in the environs of Croatia, while in the Republic of Croatia there are presently no institutions with a similar or related scientific-research potential, which makes the role of the Institute at national level a unique one.

In view of the strategic goals and development of the Institute, the present situation is taken as the starting point, in which attention is dedicated to the achievements of the previous period, with an emphasis on scientific excellence and competitiveness. A specific feature of the Institute is that its human resources have been purposefully built and that it has a scientific infrastructure for carrying out basic scientific research, which is facilitated by the existing scientific and professional services that offer specialized services to scholars and all interested users.

The intention of the Institute of Archaeology is to develop existing advantages and competences as well as to continue its orientation towards basic scientific research and its multi- and interdisciplinary character, with implementation of continuing activities aimed at remedying identified deficiencies. The collaboration established with international scientific institutions guarantees the successful and meaningful involvement of the Institute in the European research area, even though implementation requires even stronger scientific activity at all levels. Great opportunities may arise from the established collaboration for work on joint research projects that would at the same time enable the intensive mobility of researchers in both directions with the aim of acquiring new competences.

In the coming period, too, the Institute of Archaeology intends to retain, as well as further develop the status of an institution characterized by a stimulating working environment, with considerable autonomy in its research as well as liberty in the choice of thematic units for

research. However, further efforts are necessary to encourage improved mutual co-operation and the accomplishment of joint projects of the Institute, as well as the transfer of knowledge and skills, in view of the still unused potential for collaboration, as well as the lack of specific knowledge. In the same vein, it is necessary to raise the quality of establishing and defining clear criteria for promoting researchers, as well as a corresponding system of recruitment of the best young researchers.

The limitations result from the present lack of adequate space, which will be remedied permanently by moving to the Borongaj university campus (2020), where purpose-built premises for the Institute and its presumed future expanded staff and infrastructure are envisaged. It is an obligation of the Institute of Archaeology to continue with scientific activity with regard to its social responsibility to the community in which it operates, as well as to advocate public support for the preservation of cultural heritage and the development of archaeological investigations.

STRENGTHS:

- training and competence of researchers and expert associates
- autonomy in scientific-research work
- originality of research topics
- experience in basic archaeological research
- interdisciplinarity
- involvement of young researchers in the work on scientific projects in all phases of research, thereby encouraging their independence and progress
- the Institute's own publishing activity with an internationally recognized journal that is also a leader in Croatia
- social role – openness and cooperation with the public
- good interpersonal relations
- awareness that changes are necessary
- enthusiasm

WEAKNESSES:

- insufficient number of researchers, especially with interdisciplinary potential
- less developed international scientific productivity and visibility in the international scientific and academic environment, that is, insufficiently active participation in international scientific projects
- previous focus on empiric scientific research
- insufficient visibility of the results of project activities
- poor outgoing and incoming mobility
- education and additional training of the administrative and professional service for monitoring international programmes
- scientific infrastructure – space, laboratories
- reduced funding of the institution.

OPPORTUNITIES:

Scientific quality

- The Institute of Archaeology appears as the only Croatian institution in the scientific field of archaeology with the advantage of focusing primarily on scientific research, employing high-quality research staff and open to the study of internationally relevant topics. Due to this, it has all the preconditions for becoming an internationally recognized centre of excellence in its scientific area and field. At the same time, the Institute of Archaeology is a desirable place for the employment of best-quality scientific staff as well as a gathering place for researchers throughout Europe, who will, by virtue of their work, experience and innovativeness, directly contribute to increasing the rank of Croatian archaeology on the scale of European social sciences and humanities.

Archaeological potential of the environment

- Croatia abounds in archaeological finds and sites. The previous reticence of sorts of Croatian archaeology and the lack of comprehensive scientific research on various topics in this area, considered in the broader European context, is an opportunity for the Institute, in contemporary circumstances, to affirm itself intensively in this respect.

Social role

- By virtue of the results of its research, the Institute of Archaeology is a place where stakeholders from various sectors of the economy obtain information and sources for their activities. A broad spectrum of opportunities opens in the field of cultural tourism, collaboration with museum institutions and education. Through the popularization of archaeology, the Institute opens to the broader public and introduces a new quality into the general community.

THREATS:

Insufficient funding

- The Institute is for the most part financed from the national budget. These funds are shrinking by the year, while funds from alternative sources are not increasing proportionally to this process. This means reduced funds for research, particularly the funds necessary to invest into the research work of junior researchers, as well as funds for ensuring necessary material and contemporary technological forms of support for innovative research work (laboratory equipment, software).

Lack of scientific positions

- There are presently 13 permanently employed scientists at the Institute and two more scientists ought to be employed. The needs are in fact greater: in addition to the need to employ young researchers who have become scientists through work at the Institute,

there is also a need to create new positions for specialists from interdisciplinary areas (zooarchaeology, geoprospection, archaeobotany).

Insufficient space

- The space for scientific research is limited to office space. There is a lack of space for study work on archaeological finds, space for laboratories and the temporary storage of finds during scientific analysis, space for storing equipment and archive materials.

Lack of a professional employee – a librarian

- The Institute has a rich collection of specialist and scientific books for whose library processing it systematically hires external associates using its own resources. The library has to be registered and made available to the public, and a full-time professional has to be employed for this purpose.

FUNDING

In the coming period the funding of the Institute of Archaeology is planned from the following sources:

- State budget (up to 70 %)
- National and international research projects (up to 15 %)
- Income from the Institute's own activities (up to 14 %)
- Income from local government and self-government units (up to 1 %)

The funds from the state budget of the Republic of Croatia, that is, from the founder—the Ministry of Science, Education and Sports—cover the salaries and compensations for employees, as well as the material costs for the operation of the institution. Sources from public funds cover publishing costs, the organization of conferences, science popularization activities and, partly, targeted archaeological investigations. The Croatian Science Foundation provides funding for competitive research projects. The Institute's own revenue comes from archaeological investigations and conservation studies commissioned by public clients, as well as from the sale of its own publications. Due to insufficient support from the Founder, a part of the funds for current maintenance, publishing activity and employee training are covered from the Institute's own revenues. Funding for basic archaeological research is to a lesser extent provided by local government and self-government units.

CONCLUSION

The strategic document on the scientific-research activity of the Institute of Archaeology 2014-2019, based on the defined goals and the concept of a new thematic orientation of basic scientific research and interdisciplinarity, provides the basis for the formulation and development of a recognized scientific-research institution, with an emphasis on scientific excellence and competitiveness. The intensity of scientific-research work and the accomplished results guarantee the implementation of the stated strategic goals in the coming period, along with a commitment to further strengthen human resources as the most valuable component of the Institute.

The Director, the Scientific Council and the Governing Council of the Institute are responsible for the implementation of the strategic document. Based on the Scientific Council's analysis of the monitoring of the results of scientific research, the chairman of the Scientific Council and the Director will annually inform the Governing Council about the results of the Strategy.

The implementation of the Strategy depends on the future position and organization of the Institute and is subject to supplements and changes according to the needs and conditions of the scientific environment, as well as the needs of society.

In Zagreb, November, 03, 2014

Chairman of the Governing Council of the Institute:

(with changes, January, 30, 2017)

Prof. Emilio Marin