

**STRATEGY FOR SCIENTIFIC RESEARCH OF THE  
INSTITUTE OF ARCHAEOLOGY  
(2020 – 2025)**

Zagreb, 19 November 2019

**CONTENTS**

INTRODUCTION .....3

PURPOSE OF THE ESTABLISHMENT AND OPERATION OF THE INSTITUTE .....3

ACTIVITIES AND ORGANISATION OF THE INSTITUTE .....4

MISSION .....5

VISION .....5

STRATEGIC PROGRAMME OF SCIENTIFIC RESEARCH 2020 – 2025 .....5

STRATEGIC GOALS AND MEASURES .....8

LONG-TERM STRATEGIC GOALS .....10

STRATEGIC GOALS 2020 – 2025 .....10

SWOT ANALYSIS OF THE INSTITUTE IN ITS SCIENTIFIC AND SOCIAL ENVIRONMENT .....15

FUNDING .....19

CONCLUSION .....20

## 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 2020–2025 is a medium-term strategy put forward by the Scientific and Administrative Council of the Institute in 2019 to foster scientific research with the aim of achieving a greater scientific competitiveness and visibility of the Institute and improving the 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 the subjects of scientific research undertaken in the previous strategic plan, with the goal of increasing scientific excellence and competitiveness and achieving greater visibility in the Croatian and international scientific communities. The Strategy is the impulse towards the new scientific challenges faced by the Institute of Archaeology; it is the document that defines the social role and the identity of the Institute and determines the guidelines for improving scientific excellence in a stimulating working environment.

The Strategy was created with the help of the current national strategic documents, primarily the 2013 Croatian Government Draft Strategy for Education, Science and Technology, but also the current legislative framework for science and higher education, and core business programme financing.

## PURPOSE OF THE ESTABLISHMENT AND OPERATION OF THE INSTITUTE

The Institute of Archaeology was established at the founding session of 26<sup>th</sup> January 1961 by the 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 *Institute of Art History and Archaeology*, with the aim of advancing scientific studies of the national heritage from the aspect of archaeology and history of art.

The institution began working under the name *Archaeological Institute* pursuant to the Decision of the Council of the Faculty of Humanities and Social Sciences of the University of Zagreb of 15<sup>th</sup> May 1965. It acquired the status of the independent *Archaeological Institute of the University of Zagreb* by the Decision of the Council of the University of Zagreb of 13<sup>th</sup> June 1968. Based on the Act on the Organisation of Scientific Work and the Decision of the Republic Council for Scientific Work of 23<sup>rd</sup> December 1976, the Institute was integrated into the *Centre for Historical Sciences*, and on 9<sup>th</sup> September 1987 it was integrated into the *Institute for Historical Sciences of the University of Zagreb*. The *Institute for Art History* became independent from the Institute for Historical Sciences on 21<sup>st</sup> November 1990. The independent *Institute for Art History*, to which the Department of Archaeology was attached,

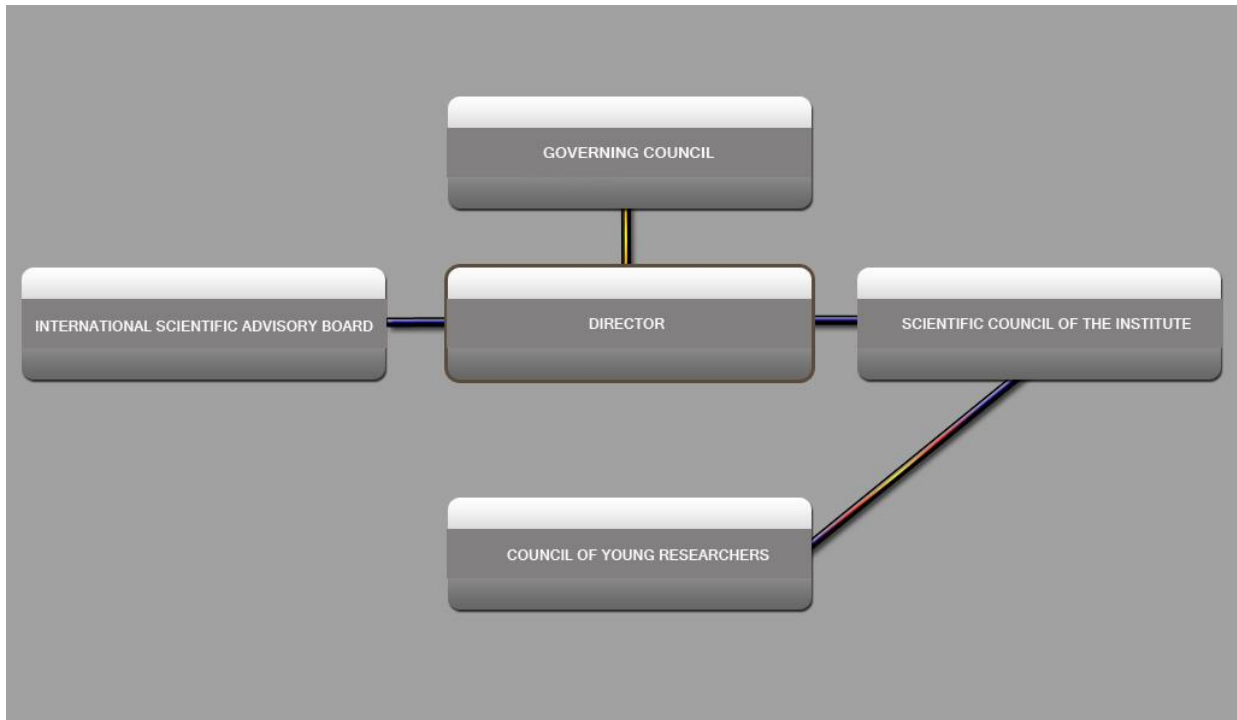
was established by the Decision of the Ministry of Science and Technology of 1<sup>st</sup> October 1991.

The Institute was entered into the Register of Scientific Research Organizations under the name *Institute of Archaeology in Zagreb* by the Decision of the Ministry of Science and Technology of 28<sup>th</sup> July 1992. 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. 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, by the Decision of the Ministry of Science and Technology of 14<sup>th</sup> December 1995, based on the Scientific Research Activity Act. The rights and obligations of the founder were assumed by the Ministry of Science and Education.

The Institute of Archaeology has established itself as the central scientific institution for basic and applied interdisciplinary archaeological research in the Republic of Croatia, covering all archaeological periods, developing the theory and methodology of research, and shaping ARHINDOKS (the archaeological IT documentation centre) as the section for developing thematic databases and storing all the archaeological documentation since the Institute was founded. Moreover, the staff of the Institute of Archaeology takes part in higher education. Finally, the Institute of Archaeology publishes scientific and professional journals, monographs, and proceedings, and organizes international scientific conferences, round tables, and workshops.

## ACTIVITIES AND ORGANIZATION OF THE INSTITUTE

The activities of the Institute of Archaeology include basic and applied scientific research in archaeology as part of humanities. The basic task of the Institute is the scientific research of archaeological heritage and the development of theory and methodology of archaeological research and its connections within the European cultural sphere. 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 a special emphasis on the collaboration with the related scientific institutions, universities, and museums in Croatia and abroad on the basis of collaboration agreements. Aside from scientific activity, the Institute of Archaeology carries out programmes pertaining to teaching, publishing, and popularization 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

The Institute is a public scientific research institution working in the domain of archaeology. Its founder is the Republic of Croatia. Striving for the highest standards of excellence and open science, the mission of the Institute is to undertake fundamental scientific research and to process, interpret, and evaluate archaeological sources with the goal of their valorisation in national, regional, and European contexts. All the scientific activities, research, and dissemination of the results to the stakeholders in the scientific, professional, cultural, and educational activities, to the public decision-making bodies, and to the wider public, are undertaken by the Institute to raise the awareness of the need to preserve and value the Croatian archaeological heritage as a fundamental element of the national identity.

## VISION

The Institute of Archaeology is an independent public scientific institution that is proving itself as the main national centre and becoming a recognizable regional centre for scientific research in archaeology. Its realization of interdisciplinary scientific research and its original approach to research topics bring new insights and advance the discipline of archaeology in motivating and dynamic surroundings. By actively transferring the knowledge and skills acquired in this way, the Institute becomes a desirable institution for the continuous improvement and strengthening of the competences of scientists and the best young researchers. The transfer of knowledge is realized not only in the scientific community but

also in the whole society, influencing the awareness of the value of archaeological heritage as an important part of the national cultural heritage.

## **STRATEGIC PROGRAMME OF SCIENTIFIC RESEARCH 2020 – 2025**

The main activity of the Institute is scientific research. It includes study research work, fieldwork, publication of research results and their dissemination. Scientific work at the Institute is carried out within national and international projects and within program funding. The aim of that work is to provide a theoretical and empirical contribution to the understanding of the material and cultural diversity of social groups whose remains we have inherited from the past. Collecting, processing, and managing the spatio-temporal data derived from basic research, and analytical, critical, and interdisciplinary approaches are applied to examine complex aspects of life in the past. Behind all scientific research there is the pursuit of a comprehensive and high-quality understanding, not only of material culture, but also of environmental, economic, and cultural factors that affect man. By disseminating knowledge obtained from scientific work, the Institute contributes to the affirmation of knowledge and humanistic values as the basis for the development of a better and more tolerant modern society.

The thematic units so far have been a significant step forward in the scientific approach by linking several kinds of fundamental research and going beyond the confines of a particular archaeological period. Research conducted within thematic units has resulted in a stronger profile of the Institute at national and international levels. In the coming period, scientific and research priorities will still be focused on the national archaeological heritage, which is being considered in a regional and global context. However, in this strategic period, material culture and archaeological contexts are viewed within the framework of new research questions focused on society, the environment, adaptation mechanisms, and social interactions.

Along with new scientific research topics, a scientific professional program is being established, including professional and dissemination activities, which are carried out transversally through all research. This program emphasizes the importance of the activities on which archaeological research is based, encourages open access to science, ensures the social visibility of all activities, and raises awareness of the need to preserve and protect archaeological heritage as a non-renewable resource.

## **SCIENTIFIC RESEARCH PROGRAMMES**

### **1. Material culture in the social context**

The research topic includes conceptual considerations of material culture and archaeological records in spatio-temporal and social contexts by applying archaeological and different interdisciplinary methods. The research topic is partly focused on the study of activities

related to the production, use, and distribution of objects made of various materials, primarily ceramics, metals, stone, and glass, and other goods. In this sense, research includes the entire life span of an object. In the production segment, it focuses on defining the source of raw materials, the analysis of their physical and chemical properties, the processing and preparing of raw material, and the technology of manufacturing the object (*chain of operations*). By reconstructing the production process, the researchers try to understand the mechanisms that affect it and identify the level of its organization. On the other hand, post-production activities study the processes of use, distribution, recycling, and disposal of objects, and the processes by which, through social interaction, an object acquires profane and/or symbolic meaning. Such a comprehensive research approach provides a better insight into the background of all the activities related to the life span of an object. This provides a better understanding of the needs, skills, and knowledge that contributed to the traditions of past societies.

Particular attention was paid to the archaeological context of material culture and the analysis of archaeological records. Therefore, an indispensable segment of this research topic, along with standard archaeological methods, is interdisciplinary research, using natural science methods, experimental archaeology, ethnological analogies, and contemporary research tools. The set of the collected data makes it possible to discuss resource exploitation, chronology, economy, social order, and cultural practices in the broader social context.

## **2. Identities and cultural interactions**

The research topic focuses on various aspects of social interactions and the processes of creating or transforming the social identities of individuals or groups. In accordance with contemporary theoretical models, identity is viewed as a fluid, dynamic and multilayered process in which different mechanisms of adaptation respond to changing social circumstances. The issues of preserving the tradition of a particular society or its transformation through different cultural interactions are viewed through the analysis of different aspects of daily life, from costumes, food, settlements, to funerary customs and rites of passage. In the context of cultural interactions, particular attention is paid to identifying the networks and mechanisms for the exchange and distribution of particular objects, knowledge, and skills, as well as their significance. Along with the distribution and exchange of goods, the mobility of individuals and/or groups is also considered, as well as their mediating or driving role within a particular social system. The mechanisms of interaction and the dynamics of cultural contacts are considered transversally across the different social levels of a particular community, but also in a broader geographical, temporal, and cultural context. The reconfiguration of old identities and relationships and the creation of new ones is also studied in the context of death as a biological and cultural phenomenon. The remains of funerary material culture are the basis for examining the social, emotional, and practical reasons for the treatment and commemoration of the deceased, which are woven into the patterns of funerary customs. Bioarchaeological research provides valuable information on the

biological and social structure of the population and the diet, health, and living conditions of the community.

### **3. Environment and cultural landscapes**

The research topic examines the complex relationships between man and the environment through archaeological indicators and interdisciplinary research approaches. Going beyond the notion of landscape as the framework in which man acts, it emphasises the integration of archaeological and environmental data in an attempt to reconstruct the complex interactions of humans and their environment. Indicators of environmental characteristics are considered in relation to economic strategies, social structures, and spiritual expressions. The study of these relationships, through the analysis of archaeological records, reveals changes that affect the adaptation to the natural environment, its transformation, and the use of its resources; in other words, it examines the dynamics affecting the creation of cultural landscapes (settlements, forts, communications, sacred spaces etc.), but also the cultural features of past societies themselves. The undertaken research considers the data on the dynamic and mutual relationship between man and the environment, both within particular narrower periods and over longer stretches of time, leading to a more comprehensive view of the multilayered cultural changes in the researched territory.

Research of cultural landscapes is carried out using modern archaeological methods that facilitate the collection of a wide range of different data. Therefore, the interpretation and reconstruction of landscapes, at the level of particular sites and within wider territorial areas, largely relies on conducting analyses in the domain of natural and technical sciences. For this reason, the research topic emphasises interdisciplinary research complemented by the use of digital tools in documentation and applied analytical processes.

### **SCIENTIFIC PROFESSIONAL PROGRAMME**

The scientific professional programme involves basic archaeological systematic and rescue excavations in the territory of Croatia as part of the European cultural and archaeological heritage, as well as the systematic digitization of collected data. The aim of the program is to continue the development of the research methodology and to continue the systematic collection of data on archaeological sites and finds, their spatio-temporal distribution and interpretation, in which the department of scientific archaeological documentation (ARHINDOKS) plays an important role. The use of digital tools, such as GIS systems, and the application of non-destructive methods (field surveys, remote and geophysical surveys) is also important in data collection and processing; it systematically improves the process of documenting archaeological material. There is also the important maintenance of established databases (Database of Ancient Archaeological Sites in Croatia) and the creation of new databases and reference collections of specimens, with an emphasis on open access to



information and continuous interaction with the public. In line with the well-established principles of open science and social utility in promoting the Croatian archaeological heritage as a non-renewable resource and a determinant of the national identity, the undertaken research includes the presentation of the results not only to experts but also to the general public. The dissemination of the gained knowledge is carried out as a series of activities (lectures, workshops, exhibitions, and popular science publications) and projects, both independently and in collaboration with other institutions. Through various active partnerships, the Institute implements activities for an interactive and sustainable link between the archaeological heritage and the tourist offer. The link with this important branch of Croatian economy accounts for a greater public interest in the archaeological heritage, especially in the preservation and presentation of archaeological sites, which strengthens the visibility and identity of the Institute as an important factor in the scientific and social community. Defining its social role in this way, the Institute positions itself as a transmitter of knowledge, but also profiles itself as a key partner of various stakeholders involved in the preservation and promotion of archaeological and cultural heritage in general.

## **STRATEGIC GOALS AND MEASURES**

The long-term goal of the Institute is to consolidate its position as a relevant and recognizable scientific institution in the domain of archaeology in a wider region. In order to implement the above, the priority strategic goal is to strengthen and improve its scientific activity and efficiency and to increase international competitiveness and visibility. In accordance with the legal frameworks and acts of the Institute, there are continuous evaluations of the achieved results at the meetings of the Scientific and Management Council in interaction with the members of the International Scientific Council. These evaluations specially emphasize and encourage papers in peer-reviewed journals, but also papers in peer-reviewed international proceedings, book chapters, and authors' books that are published by relevant international publishers or by the Institute. Furthermore, there are evaluations of the leadership of national and international scientific projects, participation in international conferences, mentoring, and participation in outbound and inbound mobility. The effective monitoring of results in one year or over several years can indicate aspects that need to be further developed and promoted in order to increase scientific efficiency. In the context of employee self-evaluation, self-responsibility will be encouraged through a system of incentives and rewards that will ensure excellence and efficient use of public funds.

International and Croatian collaborations are formalized to establish a framework for joint application and implementation of projects and to increase the visibility of the Institute in the international scientific community. In the context of improving international visibility, there is an emphasis on the need to increase formalized outbound and inbound mobility. The institute encourages employees to engage in continuous training and study visits abroad, while guaranteeing respect for their rights in accordance with legal frameworks. Also, importantly, the Institute is open to accepting scientists and providing adequate working conditions, as

appropriate (e.g. processing and insight into the finds and samples collected in basic research, participation in fieldwork, library work, etc.).

In accordance with modern methodology, the archaeological research of the Institute relies significantly on analyses from the domains of biomedical, natural, and technical sciences, which is why interdisciplinary research is particularly encouraged within project activities. The recruitment of archaeological and interdisciplinary scholars and the encouragement of specialization are further steps in this direction. These aspects of scientific work directly increase the competitiveness and visibility of the Institute at national and international levels.

The priority of the Institute is to maintain the status of an independent institution that provides the conditions and premises for high-quality and independent scientific and research work, adhering to ethical principles and principles of non-discriminatory society. The free choice of research topics, goals, and methods, as well as a motivating environment and teamwork inside the Institute, within the topics prescribed by the Strategy, are a prerequisite for the diversity of approaches and the fashioning of a creative research environment, which significantly contributes to better research results. In line with the vision of the Institute as an attractive and dynamic institution, the emphasis is on continuing to recruit and train young researchers engaged as collaborators, while adhering to the principle of excellence. The staff of the Institute of Archaeology actively participates in university education at the undergraduate, graduate and postgraduate levels in collaboration with universities. The importance of the research work at the institute has been testified by numerous mentorships for graduate and doctoral theses. Knowledge is also actively transferred through the participation of students in field research, and through workshops, seminars, and round tables.

In accordance with the mission of the Institute as a public institution that promotes science and the Croatian archaeological heritage as a determinant of the national identity, the Institute is aware of its social responsibility. Therefore, it actively disseminates its research results to the professional and general public. Various popularization activities are held independently or in collaboration with other institutions. The promotion of open science and open access can be seen in the availability of the journals of the Institute of Archaeology on the portal for Croatian scientific journals (Hrčak) and the launch of electronic publications (E-ZIA), making the research of the Institute more readily available to the domestic and international interested public. Furthermore, work will continue on the Database of Ancient Archaeological Sites of Croatia; efforts will be made to expand the publicly accessible databases with other periods and/or types of data, where the joint work of scientists and the Department of Scientific Archaeological Documentation (ARHINDOKS) will be particularly important. Also, the Institute successfully cooperates with the national government, the local self-government bodies, civic associations, and other stakeholders that are active in the sphere of cultural heritage, and conducts targeted research in cooperation with economic entities. Finally, the Institute is committed to affirming the importance of the humanities in society and participates in the creation of policies for the preservation and presentation of archaeological heritage.

## **LONG-TERM STRATEGIC GOALS:**

- A) Affirmation of the Institute as a national centre of scientific excellence and a relevant institution in the domain of archaeology in the wider region;
- B) Internationalization of scientific activities and increase of mobility;
- C) Maintaining the status of an independent public institute with public funding;
- D) Active participation in scientific projects;
- E) Fostering interdisciplinary research and independence in scientific work;
- F) Helping the development of research theory and methodology and the active transfer of acquired knowledge and skills;
- G) Ensuring adequate premises, improving the working conditions, and operating a specialized library accessible to the public;
- H) Active participation in shaping conservation and valorisation policies for the archaeological heritage.

## **STRATEGIC GOALS 2020 – 2025:**

### **A) BETTER QUALITY OF SCIENTIFIC ACTIVITIES AND GREATER INTERNATIONAL VISIBILITY**

#### **OPERATING GOAL 1: increasing scientific efficiency**

To have a stronger presence in the international scientific community, the Institute seeks to increase the number of papers in international journals and the publications of authors' books. In the coming period, the Institute also strives for the continued presence of its scientists at leading scientific conferences and for increased participation in their organization.

#### **MEASURES:**

- support to publications in international journals in reference bibliographic databases;
- continued active participation in conferences;
- organization and participation in organizational and scientific committees of international conferences.

#### **OPERATING GOAL 2: active participation in competitive research projects**

The Institute seeks to further strengthen its participation in competitive research projects at regional and broader levels and to formalize bilateral and multilateral cooperation.

#### **MEASURES:**

- reinforcing the existing networks of scientists and encourage joint project applications;
- greater involvement of international institutions in basic research as a basis for future joint projects;
- standardization of cooperation agreements and formalization of cooperation through the signing of contracts.

### OPERATING GOAL 3: conducting interdisciplinary research

Achieving interdisciplinary research in collaboration with Croatian and foreign institutions is a prerequisite for even greater scientific productivity and visibility.

#### MEASURES:

- continued cooperation and encourage the active involvement of scientists from other disciplines and domains in the work on scientific projects;
- organization and participation in lectures, workshops and seminars on interdisciplinary research and on research theory and methodology;
- application of non-destructive and interdisciplinary methods in archaeological research;
- procurement of equipment for conducting interdisciplinary research;
- setting up reference sample collections.

### OPERATING GOAL 4: stronger process of self-evaluation

A more efficient self-evaluation process ensures greater scientific efficiency.

#### MEASURES:

- evaluation of annual reports and monitoring the results of the Institute over several years;
- development of specific one-year research plans.

### OPERATING GOAL 5: development of own publishing

The development of own publishing is an important factor in the open science system and in increasing the international visibility of scientific results. It is necessary for the Institute to continuously publish books and maintain the status of the journal *Contributions of the Institute of Archaeology in Zagreb* as the leading Croatian archaeological journal that is also relevant in the wider region.

#### MEASURES:

- continue publishing own journals, monographs, and proceedings;
- seek to expand the inclusion of own journals in the reference bibliographic databases;
- strive for more co-publishing with other publishers at home and abroad;
- continue publishing electronic publications.

## **B) ADVANCING HUMAN RESOURCES**

### **OPERATING GOAL 1: independence and continuous training of scientists**

The independence of scientists in the design and implementation of scientific research of the Institute is one of the considerable advantages of this institution. Promoting continuous training through education and the application of new methods encourages the progress of employees in scientific positions.

#### **MEASURES:**

- encourage the applications for training and specialization to acquire new knowledge and skills;
- encourage the applications for scientific projects;
- support the progress and success of scientists.

### **OPERATING GOAL 2: recruitment and encouragement of young researchers**

The Institute seeks to continue recruiting young researchers to associate positions based on excellence and to foster organizational and research competencies for their future independent work.

#### **MEASURES:**

- involve the young researchers in the basic scientific research of the Institute;
- encourage their independence and creativity;
- joint publication of the papers of mentors and young researchers;
- adhere to the criteria of excellence when hiring for associate positions.

### **OPERATING GOAL 3: greater outbound and inbound mobility**

The aim is to train scientists by increasing outbound mobility and establishing inbound mobility.

#### **MEASURES:**

- invite internationally recognized scientists and young researchers to collaborate in scientific projects and basic research;
- enable the acceptance of foreign scientists for study visits and training within the activities of the Institute.

### **OPERATING GOAL 4: encouraging cooperation with universities and other scientific institutions**

Efforts are being made to formalize and expand the continued active participation of the Institute's scientists in higher education in order to disseminate knowledge and acquire new competencies.

**MEASURES:**

- continued cooperation with universities and other scientific institutions;
- formalized involvement of students in fieldwork, summer schools and workshops;
- continuation of the cycle of thematic seminars of doctoral and postdoctoral scientists in cooperation with other institutions.

**OPERATING GOAL 5: improving administrative and professional activities**

The efficiency of the administrative and professional staff is an important factor in maintaining the status of the Institute as a competent, autonomous resource-efficient institution.

**MEASURES:**

- continued education of professional and administrative staff;
- procurement, upgrade, and maintenance of equipment.

**C) SOCIAL ACTIVITIES**

**OPERATING GOAL 1: availability of information and research results**

The principle of open science provides transparency to the Institute and provides the scientific and general public with access to information and research results.

**MEASURES:**

- maintaining open access to the journals of the Institute and continuing to promote widely available e-editions;
- regularly updating content on websites and social networks and distributing current notices via the *Newsletter*;
- participation in the organization and holding of exhibitions in cooperation with museums and other institutions;
- digitization of documentation materials and their availability on request;
- continuing the work on the Database of Ancient Archaeological Sites of Croatia and striving to expand the publicly available databases.

**OPERATING GOAL 2: dissemination of knowledge and popularization of science**

The active and systematic popularization of science and dissemination of knowledge contains the educational and motivating measure of raising the awareness of the general public regarding the value and necessity of preserving the archaeological heritage.

#### MEASURES:

- continue applying for science popularization projects;
- continue to hold workshops, lectures, and exhibitions in cooperation with educational, museum, and cultural institutions and other stakeholders (tourist boards, local self-government bodies, civic associations);
- deliver popular lectures to the general public and facilitate open access within the ongoing field or project activities;
- increase the presence in the media.

#### OPERATING GOAL 3: active participation in the conservation and valorisation of the archaeological heritage

The Institute scientists can use their experience and knowledge to actively contribute to the creation and implementation of the policy of preserving and valorizing archaeological heritage.

#### MEASURES:

- responding to calls from competent ministries for advisory bodies and councils related to the policies for the protection of cultural and especially archaeological heritage;
- participation of the institution in public hearings on legislative proposals related to the activities of the Institute;
- participation and/or organization of round tables on the topics of archaeological heritage protection;
- cooperation with the stakeholders from the public and cultural sectors on projects and initiatives for the valorization and presentation of the archaeological heritage.

#### OPERATING GOAL 4: providing services and knowledge

The Institute is distinguished by experienced and excellent scientists; it possesses the technical equipment; it applies modern methods of digitization of the collected data. All of this, together with its high-quality administrative support, makes the Institute a competitive institution in the domain of contracted projects, providing for partial maintenance of its basic scientific infrastructure.

#### MEASURES:

- providing advisory services to public administration bodies;
- involvement of scientists in cultural tourism development projects;
- application for public tenders (rescue archaeological excavations, preparation of studies of impacts on the archaeological and/or cultural heritage).

## SWOT ANALYSIS OF THE INSTITUTE IN ITS SCIENTIFIC AND SOCIAL ENVIRONMENT

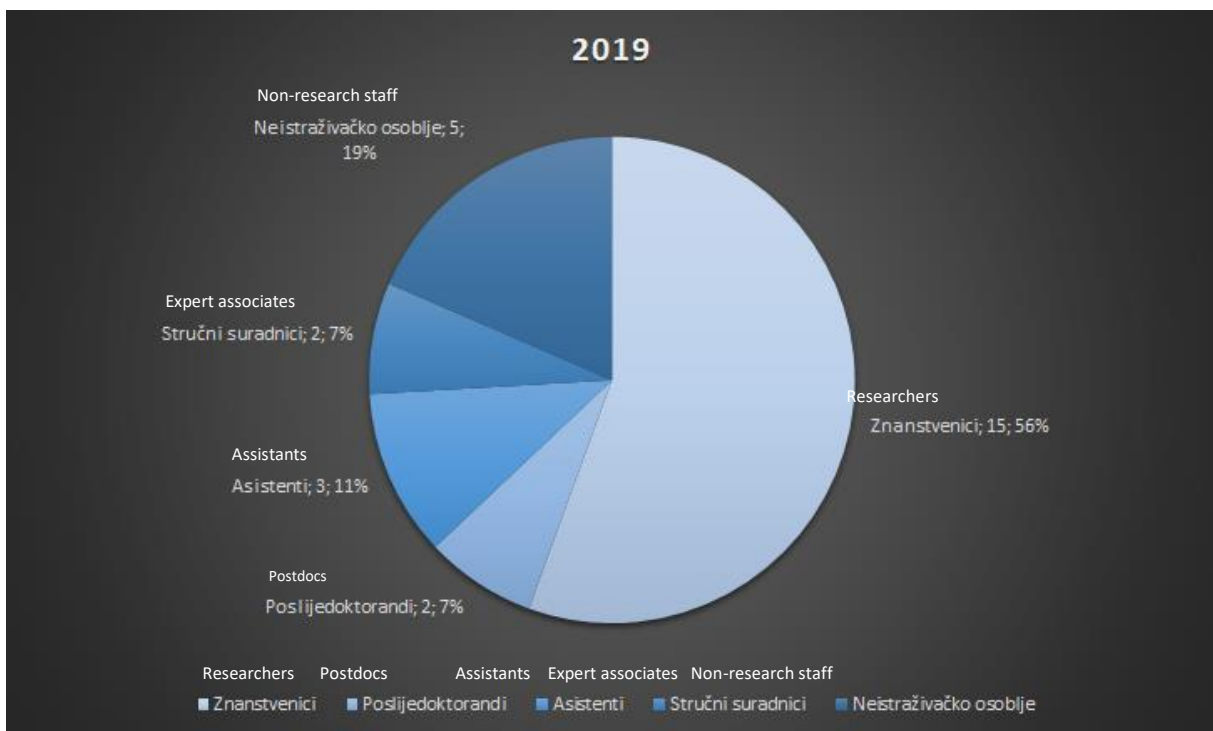
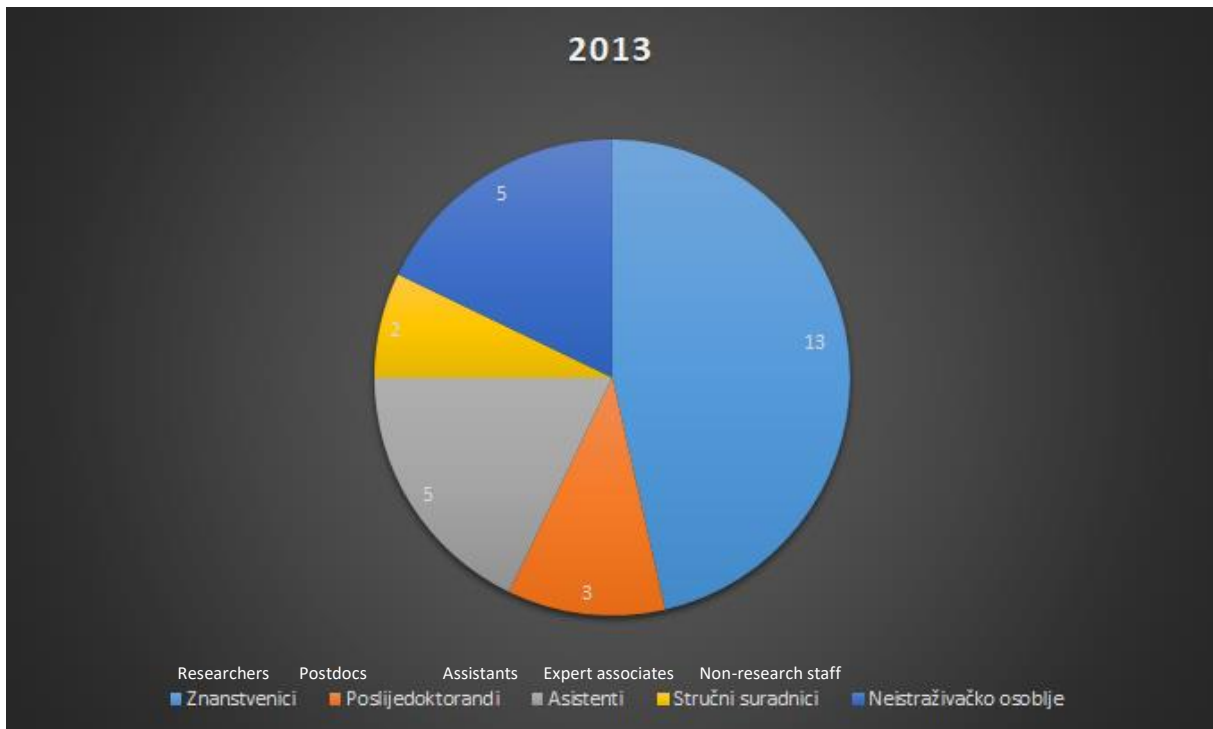
The analysis of the environment testifies to the scientific potential of the Institute of Archaeology as the only public and independent scientific research institution in Croatia that is active in the domain of archaeology, and to the position of the Institute in the scientific, social, and economic environment, and is intended to fulfil the set strategic goals. The results of past scientific activities testify to the fruitful cooperation of the Institute of Archaeology with the related scientific and higher education institutions, but also with cultural institutions, primarily museums, operating in the field of archaeology, and with local self-government bodies and various civil society organizations. All of which highlights the contribution of the Institute to the development of a knowledge-based society.

The structure of the human resources of the Institute is regulated by the Regulation on Job Organization. In its employment policy, which is a precondition for development, the Institute follows the applicable legal regulations and does not make decisions independently, but requires the approval of the founder (the Ministry of Science and Education) to make any changes. The current structure is the result of this policy in the previous period, so although this structure has a high level of scientific quality and productivity, the current state of human resources for the scientific activities of the Institute is not satisfactory. The institution needs to be strengthened in the coming period by hiring young scientists focused on interdisciplinary research, which is expected to be supported in part by the Ministry of Science and Education through the programme of development coefficients. On the other hand, the implementation of competitive research projects, where the Institute has achieved exceptional results considering its number of scientists, makes it possible to recruit young researchers, as evidenced by their successful employment so far. Their scientific and research work would rest on the basic scientific research of the Institute; at the same time, since there is a lack of scientists of this profile in Croatia, it would play an important role in the transfer of new knowledge and skills to other beneficiaries in Croatia.

<b>Research staff</b>	2013	2017	2019	2025
Researchers	13	14	15	17
Postdocs	3	2	2	3
Assistants	5	2	3	3
Expert associates	2	2	2	3
<b>Non-research staff</b>	5	5	5	6
Ratio	23 : 5	20 : 5	22 : 5	26 : 6

### GRAPHIC PRESENTATION OF THE SITUATION IN 2013, 2017, 2019, 2025





The Institute of Archaeology, as the central scientific institution for archaeological research which has the basic task of interdisciplinary study of archaeological heritage, has been continuously implementing its mission and vision since it was established. The status and social role of the Institute can be compared to the related national institutes for archaeology in most European countries close to Croatia; presently, Croatia has no other institutions with

similar or related scientific research potential, which means that the Institute has a unique role at the national level.

Considering the strategic goals and development of the Institute, the present situation is taken as the starting point; attention is given to the achievements of the previous period, with an emphasis on scientific excellence and competitiveness. The unique features of the Institute are its purpose-developed human resources and its scientific infrastructure for carrying out basic scientific research, facilitated by its expert staff which provides specialized services to scholars and all interested users.

The Institute of Archaeology intends to develop its current advantages and competences and to continue focusing on basic scientific research and its interdisciplinary character, with the implementation of continuous activities aimed at remedying identified deficiencies. The current collaboration with international scientific institutions guarantees the successful and meaningful involvement of the Institute in the European scientific community, even though the implementation requires even stronger scientific activities on all levels. This collaboration leads to great opportunities for joint research projects and more intense mobility of researchers in both directions, with the aim of acquiring new competences.

In the coming period, the Institute of Archaeology intends to retain and further develop its status as an institution characterized by a motivating working environment, with considerable research autonomy and freedom to choose the thematic units for research. However, further efforts are necessary to encourage better mutual co-operation, the accomplishment of the joint projects of the Institute, and the transfer of knowledge and skills, especially where specific knowledge is lacking. Also, it is necessary to better establish and define clear criteria for promoting researchers and a suitable system of recruitment of the best young researchers.

There are limitations resulting from the present lack of adequate premises. The Institute is making great efforts to communicate this to the Ministry of Science and Education and other state administration bodies in the hope of permanently resolving this issue. It would enable the planned increase in competences within the Institute from the aspect of human resources and infrastructure, primarily by equipping laboratories with the focus on interdisciplinary research. The Institute of Archaeology has the obligation to continue scientific activities with regard to its social responsibility to the community in which it operates, and to elicit public support for the preservation of cultural heritage and the development of archaeological research.

#### **STRENGTHS:**

- training and competence of researchers and expert associates,
- autonomy of scientific research work,
- originality of research topics,
- experience in basic archaeological research,
- interdisciplinary work,

- involvement of young researchers in the work on scientific projects in all phases of research, thereby encouraging their independence and progress,
- own publishing activity, including internationally recognized journals that have the leading role in Croatian archaeology,
- organizing international scientific conferences and having great visibility at international conferences abroad,
- social role: openness and cooperation with the public,
- collegial attitude and good interpersonal relations,
- awareness that changes are necessary,
- enthusiasm.

#### **WEAKNESSES:**

- insufficient number of researchers, especially those with interdisciplinary potential,
- weak international scientific productivity and visibility in the international scientific and academic community; insufficiently active participation in international scientific projects
- poor inbound mobility,
- education and additional training of the legal and professional service for monitoring international programmes,
- scientific infrastructure: inadequate premises preventing the development of laboratories,
- reduced funding of the institution.

#### **OPPORTUNITIES:**

##### **Scientific quality**

- The Institute of Archaeology is a unique national institution in the scientific domain of archaeology with the advantage of doing scientific work; it employs high-quality research staff; it has been recognized abroad for its study of internationally relevant topics. Therefore, it meets all the preconditions to grow into a regionally and internationally recognized centre of excellence in its scientific domain. Also, the Institute of Archaeology is an attractive employment choice for the best-quality scientific staff and a gathering place for researchers throughout Europe, who will, by virtue of their work, experience and innovativeness, directly contribute to the rise of Croatian archaeology on the scale of European social sciences and humanities.

##### **Archaeological potential of the environment**

- Croatia abounds in archaeological finds and sites from all periods. Since Croatian archaeology used to be relatively isolated and lacking comprehensive scientific research on various topics in this area, considered in the broader European context, this is an opportunity for the intense affirmation of the Institute in the current circumstances.

## Social role

- By virtue of the results of its research, the Institute of Archaeology is the place where stakeholders from various sectors of the economy obtain information and sources for their activities. A broad spectrum of opportunities is opening up in the domain of cultural tourism, collaboration with museum institutions, and education. By popularizing archaeology, the Institute has opened up to the general public and introduced new quality into the social community.

## THREATS:

### Insufficient funding

- The Institute is for the most part financed from the national budget. These funds have been shrinking every year, while funds from alternative sources have not been increasing proportionally. This means reduced funds for research, particularly the funds that must be invested into the research work of junior researchers, as well as the funds for ensuring the necessary material and modern technological forms of support for innovative research work (laboratory equipment, software).

### Lack of research positions

- The Institute of Archaeology has 15 permanently employed researchers at present. Efforts should be made to hire young researchers focusing on interdisciplinary areas (zooarchaeology, geoprospection, archaeobotany).

### Insufficient space

- The premises for scientific research are limited to office space. There is no space for study work on archaeological finds, for laboratories and temporary storage of finds during the scientific analysis, and for storing equipment and archive and library materials.

### No professional librarians

- The Institute has a rich collection of specialist and scientific library materials. The library should be registered and opened to the public. It is growing fast because of intense library exchanges, necessitating a professional with a full-time job.

## FUNDING

These are the planned sources of funding for the Institute of Archaeology in the coming period:

- State budget (up to 70%)

- National and international research projects (up to 15%),
- Income from the Institute's own activities (up to 12%),
- Income from local government and self-government bodies (up to 3%).

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 and the material costs for the operation of the institution through programme financing. Public funds cover publishing costs, the organization of conferences, science popularization activities and, partly, targeted archaeological excavations. The Croatian Science Foundation provides funding for competitive research projects. The Institute's own revenue comes from its archaeological research and conservation studies commissioned by public clients, and from the sale of its own publications. Due to insufficient support from the founder, the Institute's own revenues are used to partly finance current maintenance, publishing activities, and employee training. The lesser part of the funding for basic archaeological research is provided by the local government and self-government bodies.

## CONCLUSION

The strategic document on the scientific research activities of the Institute of Archaeology from 2020 to 2025, based on the defined goals and the concept of the thematic focus of basic scientific research and interdisciplinary work, provides the basis for the shaping and development of this unique 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 the commitment to further strengthen human resources as the most valuable component of the Institute.

The implementation of this strategic document is the responsibility of the Scientific Council, the Governing Council, and the Director of the Institute. On the basis of the Scientific Council's analysis monitoring the results of scientific research, the chairman of the Scientific Council and the Director will inform the Governing Council about the results of the Strategy once a year.

The implementation of the Strategy depends on the future position and organization of the Institute; it is subject to supplements and changes in accordance with the needs and conditions of the scientific environment and the needs of society.

Zagreb, 19 November 2019

Chairman of the Administrative Council of the Institute:

Prof. Dr. Sc. Borislav Grgin