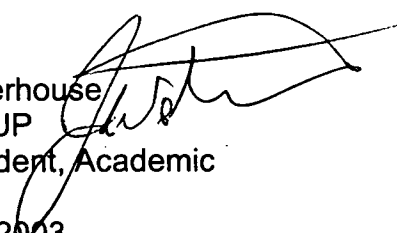


SIMON FRASER UNIVERSITY
Senate Committee on University Priorities
Memorandum

TO: Senate

FROM: John Waterhouse
Chair, SCUP
Vice President, Academic 

RE: School of Criminology External Review

DATE: August 8, 2003

The Senate Committee on University Priorities (SCUP) has reviewed the External Review Report on the School of Criminology together with the response from the School and comments from the Dean of Arts.

Motion:

That Senate concurs with the recommendations from the Senate Committee on University Priorities concerning advice to the School of Criminology on priority items resulting from the external review as outlined in s.03-78

The report of the External Review Committee for the School of Criminology was submitted on November 15, 2002 following the review site visit October 2 - 4, 2002. The response of the School was received on March 10, 2003 followed by that of the Dean of the Faculty of Arts on March 19, 2003.

SCUP recommends to Senate that the School of Criminology and the Dean of Arts be advised to pursue the following as priority items:

Undergraduate Studies

SCUP has been advised that the School has already taken a number of steps to improve course accessibility while maintaining undergraduate enrollments including:

- Increasing the number of tutorials
- Increasing the TA budget;
- Offering additional distance education sections of popular undergraduate courses;
- Using funding provided by the Dean to recruit a lecturer which will enable faculty to devote more time to the graduate program.

As a result of the above measures, the School has already seen a decrease in the course full turnaway rates. In future, the School is encouraged to continue to monitor the course full turnaway rates and to explore practical solutions to address them.

With respect to the proposal to develop a Legal Studies minor/diploma option, SCUP has been advised that there will be no significant resources required and that alternative methods of delivery for this program will be explored. SCUP requests that an academic plan (including resource implications) be developed and presented to the Dean but otherwise supports the School's intention to offer a Legal Studies option.

Graduate Program

SCUP was advised that this year's graduate student intake was very strong and that additional graduate course offerings are now available in the Spring and Fall semesters. The School is urged to work closely with the Dean of Graduate Studies around the issues of the expansion of the PhD program and the development of coursework and executive MA programs. In addition, it is the School's responsibility to ensure that appropriate physical, fiscal and human resources are available to support these initiatives.

Research

The use of the Criminology Research Centre as a coordinating mechanism for the management of the numerous and complex research activities of the School is already underway. The Office of Research Services and the School should maintain their dialogue and their experimentation in the area of contract overhead percentages in order to continue to improve communication and understanding between the two areas.

SCUP notes the success of Criminology faculty in obtaining external grants and their good record of publication of monographs and book chapters. However, in view of the comments by the external reviewers, the faculty of the School are encouraged to consider the balance of publication outlets and to submit more of their work to peer reviewed journals.

Staffing

The School Director and the Dean's Office should meet in order to identify and address the concerns around staffing identified by the review team.

Relations with Senior University Administrators

SCUP is of the opinion that the earlier issues around grant overheads and ethics that may have contributed to this recommendation have since been resolved. In view of the vagueness of the external reviewers' recommendation, the Director of the School is advised to consult with faculty members to see if any particular issues need to be addressed and to deal with them accordingly.

encl.

c: R. Gordon, Director, School of Criminology
J. Pierce, Dean of Arts

SIMON FRASER UNIVERSITY
SCHOOL OF CRIMINOLOGY
MEMORANDUM

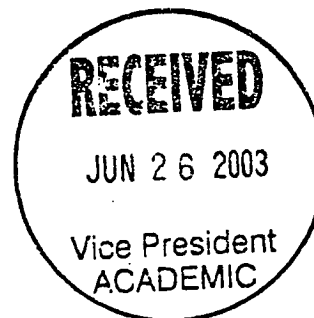
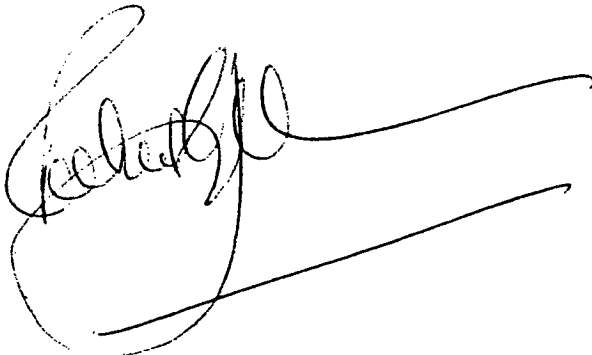
TO: All members of SCUP
FROM: Dr. Robert Gordon, Director, School of Criminology
RE: External Review Response
DATE: June 24, 2003

Please find attached a breakdown of the output of the School's faculty since 1996. I have provided separate sheets covering the areas of research funding, publication of books, publication of book chapters, and publication of peer reviewed journal articles.

Please note that the research funding does not include contracted research activity that is not administered by the University. Several faculty undertake extensive research under these kinds of arrangements. The breakdown also does not include funding to Centres and Institutes (e.g. the Centre for Restorative Justice) which conduct research as part of their mandate.

The peer reviewed journals do not include the two journals mentioned by the reviewers, but do include other national and international journals which are considered to be of importance for those working in particular fields (e.g. the International Journal of Law and Psychiatry, the British Journal of Criminology, and the Canadian Journal of Aging).

Other publications ((e.g. reports) are not listed.



Faculty Who Have Received Funding	Rank	Funding Agency	Year	Amount
Dr. Gail Anderson	Associate	American Academy of Forensic Sciences	1996-1997	\$4,216
		Canadian Police Research Centre	1996-1997	\$28,076
		Royal Canadian Mounted Police, Information and Identification Services Directorate and the Training Directorate	1997	\$10,000
		B.C. Coroners Service	1997	\$10,000
		Canadian Police Research Centre	1997-1999	\$24,050
		Canadian Police Research Centre of Manitoba Department of Justice	1998-2001	\$70,000
		Canadian Police Research Centre	1999-2000	\$19,500
		Canadian Police Research Centre	2000-2002	\$19,400
		R.C.M.P., Canadian Coast Guard, Canadian Amphibious Search Team, Vancouver Aquarium	2000-2001	\$314,000
		Endowed Research Fellowship, SFU	1999-2001	\$5,000
Dr. Ehor Boyanowsky	Associate	Faculty of Arts, SFU	2000-2001	\$70,000
		Proceeds of Crime Fund, Ministry of the Attorney General	2000-2001	\$214,000
Dr. Neil Boyd	Full	Department of Justice	2001	\$18,000
		Workers' Compensation Board	1997	\$23,000
Dr. Patricia L. Braniffingham	Full	President's Grant	1999	\$3,000
Joan Brockman	Full			
Dr. Brian Burch	Assistant	Law Foundation of British Columbia	1994-1998	
		Social Science & Humanities Research Council	1996-1998	
		Social Science & Humanities Research Council	1999	
		Saint Mary's University Senate Research Grant	1996-1997	\$3,992
		Saint Mary's University Senate Research Grant	1997-1998	\$2,800.00
		SFU Endowed Research Fellowship	1998-1999	\$5,000.00
		SFU President's Research Grant	1999-2000	\$9,575.00
		SFU/Social Science & Humanities Research Council	2000-2001	\$7,500.00
		Social Science & Humanities Research Council Strategic Research Grant	2000-2003	\$683,413.00
		SFU/Social Science & Humanities Research Council	2001-2002	\$4,826.00
Dr. Wendy Chan	Full	Law Commission of Canada	2002	\$3,000
		Social Science & Humanities Research Council Standard Research Grant	2002-2005	\$43,126.00
		Law Commission of Canada	2002	
		Canadian Race Relations Foundation	2002-2003	
		Social Science & Humanities Research Council of Canada/ SFU Conference Fund	1993-1998	\$26,000
		Social Science & Humanities Research Council of Canada	1997-1998	\$145,000
		Social Science & Humanities Research Council of Canada	1999-2000	\$643,413
		Social Science & Humanities Research Council of Canada	2000-2001	\$88,500
		SFU Publication Grant	2001	\$500
		The Humanities and Social Sciences Federation of Canada	2001 (\$6,000-8,000)	
Dr. Raymond Corrado	Full	President's Research Grant/SFU	1997	\$5,000
		Social Science & Humanities Research	1997	\$5,000
		Social Science & Humanities Research Grant	1998-2000	\$57,000
		British Columbia Youth Police Network Society	1998-2000	\$5,000
		North Atlantic Treaty Organization (NATO)	1998-2000	\$62,000
		Law Foundation of British Columbia	1998-2000	\$30,000
		Mental Health, Law and Policy Institute/ SFU	1999	\$30,000

Dr. Elizabeth Elliott	Assistant	Social Science & Humanities Research Grant	2000-2002	\$1,150,000
Dr. Katherine Faith	Full	Social Science & Humanities Research Grant	2001-2003	\$99,460
Dr. William Giackman	Associate	Aboriginal Healing Foundation	2001-2002	\$77,000.00
Dr. Robert Gordon	Full	Canadian Housing and Mortgage Corporation	2001-2002	\$95,000.00
Dr. Curt Griffiths	Full	Social Science & Humanities Research Council	1999	
		National Crime Prevention Centre, Department of Justice	2000	
		Community Development, Social Cohesion and Community Justice in Dominica	under development	
Dr. Margaret Jackson	Full	SSHRC/Health and Welfare Transfer Funding to SFU for FREDAs	1997	\$190,000
		SFU Vice-President Academic's Office	1997	\$20,000
		Status of Women	1998	\$30,000
		SFU President's Office	1999	\$50,000
		Social Science & Humanities Research Council	1999	\$5,000
		Social Science & Humanities Research Council	1999	\$515,000
		Social Science & Humanities Research Council	1999	\$683,000
		Social Science & Humanities Research Council	2000	\$4,000
Dr. Dany Lacombe	Associate	SSHRC	1996-1997	\$4,954.00
		SFU Institute for the Humanities	1998	\$1,000.00
		SSHRC	1996-1999	\$68,000.00
		SSHRC	1997-2000	\$37,000.00
		SSHRC	2000-2003	\$683,413
		SSHRC	2001-2005	\$56,944.00
Dr. John Lowman	Full			
David MacAlister	Assistant			
Dr. Robert Menzies	Full	SSHRC	1993-1998	\$26,700
		SSHRC	1998	\$145,000
		SSHRC	1998	\$4,600
		President's Research Grant/SFU	1999	\$5,000
		Hannah Institute for the History of Medicine Program	2001	\$13,119
		SSHRC	2001 (\$6,000,8000)	
		SFU Publication Grant	2001	\$1,280
Dr. Ted Palys	Full	President's Research Grant/SFU	1999	\$5,000
		SSHRC	1999	\$4,600
		Hannah Research Grant-in-Aid	2001	\$13,119
Dr. Simon Verdun-Jones	Full	Department of Justice	2001	\$8,000
		Department of Justice	2001	\$7,200
		Department of Justice	2001	62,800

Faculty who has published books	Rank	Book Title	Year	Total Books
Dr. Neil Boyd	Full	Canadian Law: An Introduction, 2nd Edition	1998	3
		The Beast Within: Why Men are Violent	2000	
		Canadian Law: An Introduction, 3rd Edition	2002	
Dr. Patricia Brantingham	Full	Environmental Criminology, 2nd Edition	1991	1
Dr. Paul Brantingham	Full	Environmental Criminology, 2nd Edition	1991	1
Joan Brockman	Full	Canadian Criminal Procedure and Evidence for the Social Sciences, 2nd Edition	2000	1
Dr. Brian Burch	Full	Gender in the Legal Profession: Fitting or Breaking the Mould	2001	2
Dr. Wendy Chan	Full	Law in Society: Canadian Readings	1999	1
		Women, Murder and Justice	2001	
Dr. Dorothy Chunn	Full	Crimes of Colour: Racialization and the Criminal Justice System in Canada	2001	2
		Law as A Gendering Practice	2000	
Dr. Raymond Corrado	Full	(Ab)Using Power: The Canadian Experience	2001	5
		Constructing Canadian Citizenship: Historical Readings	2002	
		Regulating Lives: Social Control, Law and the State in British Columbia History	2002	
		Toxic Criminology: Environment, Law and the State in Canada	In press	
Dr. Karlene Faith	Full	Multi-Problem Violent Youth: A Foundation for Comparative Research on Needs, Interventions and Outcomes	2002	3
		Psychology in the Courts: International Advances in Knowledge	2001	
		Young Offenders Act and Youth Justice in Canada	forthcoming	
Dr. Robert Gordon	Full	The Long prison Journey of Leslie Van houten: Life Beyond the Cull	2001	2
		Madonna: Bawdy & Soul	1997	
Dr. Curt Griffiths	Full	The British Columbia Representation Agreement Act, Adult Guardianship Act, and Related Statutes	2000	2
		The British Columbia Representation Agreement Act, Adult Guardianship Act, and Related Statutes, 2nd Edition	2002	
Dr. Margaret Jackson	Full	Canadian Criminal Justice: A Primer	1997	5
		Canadian Police Work	1999	
		Canadian Corrections	2000	
		Community Policing in Canada	2001	
Dr. Dany Lacombe	Associate	Canadian Criminal Justice: A Primer, 2nd Edition	In press	1
David MacLisier	Assistant	Impulsivity: Theory, Assessment, and Treatment	1997	1
Dr. Robert Menzies	Full	Law as A Gendering Practice	2000	1
		Canadian Criminal Justice Today: An Introductory Text for the 21st Century	2000	
Dr. Ted Pats	Full	(Ab)Using Power: The Canadian Experience	2001	4
		Regulating Lives: Social Control, Law and the State in British Columbia History	2002	
		Constructing Canadian Citizenship: Historical Readings	2002	
		Toxic Criminology: Environment, Law and the State in Canada	2002	
Dr. Simon Verdun-Jones	Full	Research Decisions: Qualitative and Quantitative Perspectives, 2nd Edition	1997	2
		Teaching Research Methods: An Instructor's Manual to Accompany Research Decisions, 2nd Edition	1997	
Dr. Simon Verdun-Jones	Full	Criminal Law in Canada: Cases, Questions & The Code, 2nd Edition	1997	3
		Canadian Criminal Cases: Selected Highlights	1999	
		Criminal Law in Canada: Cases, Questions & The Code, 3rd Edition	2002	

Faculty who have published book chapters	Rank	Book Chapter Title	Year	Total Books Chapters
Dr. Gail Anderson	Associate	Insects associated with the body: Their use and analysis Insect Succession on carion and its relationship to determining time since death Case Studies in forensic entomology	2001 2000 1999 1999	4
Dr. Patricia Braningham	Full	Forensic Entomology in Death Investigations Understanding and Controlling Crime and Fear of Crime: Conflicts and Trade-Offs in Crime Prevention Planning Planning against crime The Implications of the Criminal Event Model for Crime Prevention Reporting Auto Theft in Suburban Vancouver: Commuter Lots, Effects of a Bike Patrol Understanding and Controlling Crime and Fear of Crime: Conflicts and Trade-Offs in Crime Prevention Planning Canadian Legal Aid Evaluations: Cost Efficiency and Cost Effectiveness Lessons The Implications of the Criminal Event Model for Crime Prevention	1997 1997 1998 1999 2001	3
Dr. Brian Burch	Full	Mithives and Sale Motherhood: International Perspectives Criminological Research on Rape in Canada From Rape and Crime to Baccalization and Criminalization	1997 1997 2001	5
Dr. Wendy Chan	Assistant	Regulating (Ab)Normal Sex: Anti-VD Strategies in Canada, 1918-1943 Ingehe, Thel! A Lady Going to an Office: Janet Kathleen Gilroy We All Live in Bhopal: Criminology Discovers Environmental Crime Sex and Citizenship: Sexual Offences, Law and White Selter Society in British Columbia Retraining the Children in Canadian Social History Secrets and Lies: The Criminalization of Incest and the (Re)formation of the Private in British Columbia, 1885-1940 Female Crime, in Canada, and Victimization Patterns in Canada Policing the Personal: Feminism, Law and Public Policy Feminism, Law and the Family: Assessing the Reform Legacy A Little Sex Can Be a Dangerous Thing: Regulating Sexuality, Venereal Disease, and Reproduction in British Columbia, 1918-1945	In Press 2002 2002 2002 2002 2002 1998 1999 1999 1997	2
Dr. Raymond Carado	Full	Serious and Violent young Offenders: Decisions to Re-admit: An Assessment of Five Sentencing Models Introduction The Utility of an Integrated Multi-Service Instrument within France An Introduction to the Risk/Needs Case Management Instrument for Children and Youth at Risk for Violence: The Krakow Instrument A Preliminary Conceptual Framework for the Prevention and Management of multi-Problem Youth at Risk for Violence Girls in Jail: Punishment or Protection Teen Violence in Canada State Crime in Canada: Examples, Etiology, and Response Restorative Youth Justice in Canada Slave Torture Evolution of Juvenile Justice Basque Nationalist Terror: ETA	In Press 2002 2002 2002 2002 2001 2001 1999 1999 1997	10
Dr. Elizabeth Elliott	Assistant	Prison Reform Raising Penalty as a Feminist Imperative Progressive Rhetoric: Repressive Policies The Social Constitution of Dangerous Girls and Women What About Feminism? Engendering Theory-Making in Criminology Criminology Personal & Political Musings on Activism Translative Justice vs. Re-entranced Correctionalism: The Canadian Experience Violence in Women's Prisons	2000 2002 2002 2002 2001 2000 2000 2000 1998	12
Dr. Karlene Faith	Full	Street gangs and criminal business organizations: A Canadian perspective Corporate Crime Crime, ethnicity and immigration in Canada Street gangs and criminal business organizations: A Canadian perspective The Abuse and Neglect of the Elderly Guardianship of the Person and of the Estate	1998 1999 2000 2000 2001 2001 2002	8
Dr. Robert Gordon	Full	Violent Crime in Canada: Observations for Cross-Cultural Analysis Restorative Youth Justice in Canada: The Dynamics of Reform and a Model for Policy and Practice Restrictive Justice in Canada: Current Developments, Prospects, and Caveats Sentencing Reform in Canada: Purpose, Policy, and Practice Aboriginal Women and Self-Government The 'Risky Business' of Child Abuse Assessments in British Columbia:	1998 1999 2000 2000 2001 2001	6
Dr. Curt Gillies	Full	Introduction	2000	3
Dr. Margaret Jackson	Full	Introduction	2000	3
Dr. Darry Lancombe	Associate	Does Law Oulaw Women?	2000	3
Dr. John Lowman	Full	Anticipating Law: Research Methods, Ethics and the Law of Privilege	2002	2

Dr. Robert Marzies	Full	Rethinking the Citizen in Canadian Social History Unfit citizens and the BC Royal Commission on Mental Hygiene, 1925-1928 Race, reason and regulation: British Columbia's mass Exile of Chinese 'unfit' aboard the Empress of Russia 9 February 1935 Dangerousness and Risk	1999 1998 2002 2002	3
Dr. Ted Bays	Full	The sociology of impulsivity: Some cautionary comments on the rise of a clinical construct Anticipating Law: Research methods, Ethics and the Law of Privilege	1997 2002	5
Dr. Simon Verdun-Jones	Full	Histories of Convalescence: Understanding Twentieth Century Aboriginal Film Images in Context Drawing the Distinction between Therapeutic Research and non-Therapeutic Experimentation: Clearing a Way Through the Definitional Thicket The Regulation of Biomedical Experimentation in Canada: Developing an Effective Apparatus for the Implementation of Ethical Principles in a Scientific Milieu Biomedical Experimentation Involving Elderly Subjects: The Need to Balance Unmet, Benevolent Protection with Recognition of a Long History of Autonomous Decision-Making Prisoners as Subjects of Biomedical Experimentation: Examining the Arguments For and Against a Total Ban Sentencing the Parly Mad and the Parly Bad: The Case of the Hospital Order in England and Wales Making the Mental Disorder Defence a more Attractive Option for Defenders in a criminal trial: Recent Legal Developments in Canada	In press 1998 1998 1998 1998 1998 1998 2000	2 7

Peer Reviewed Journal Title	Faculty	Rank	Number of Articles
<i>Journal of Forensic Science</i>	Dr. Gail Anderson	Associate	5
<i>Canadian Society of Forensic Sciences</i>	Dr. Gail Anderson	Associate	2
<i>American Journal of Forensic Medicine and Pathology</i>	Dr. Gail Anderson	Associate	1
<i>Journal of the Entomological Society of BC</i>	Dr. Gail Anderson	Associate	2
<i>International Journal of Law and Psychiatry</i>	Dr. Enor Boyanowsky	Associate	1
	Dr. Raymond Corrado	Full	1
	Dr. Robert Gordon	Full	2
	Dr. Robert Menzies	Full	1
<i>Crime Prevention Studies</i>	Dr. Patricia Brantingham	Full	1
	Dr. Paul Brantingham	Full	1
<i>Studies on Crime and Crime Prevention</i>	Dr. Patricia Brantingham	Full	2
	Dr. Paul Brantingham	Full	2
<i>Police Practice & Research</i>	Dr. Patricia Brantingham	Full	1
	Dr. Paul Brantingham	Full	1
<i>Saskatchewan Law Review</i>	Joan Brockman	Full	1
<i>International Journal of the Legal Profession</i>	Joan Brockman	Full	1
<i>British Journal of Criminology</i>	Dr. Wendy Chan	Assistant	1
<i>International Journal of the Sociology of Law</i>	Dr. Wendy Chan	Assistant	1
<i>Crime and Delinquency</i>	Dr. Raymond Corrado	Full	1
<i>Criminal Behaviour and Mental Health</i>	Dr. Raymond Corrado	Full	1
<i>Canadian Journal of Criminology</i>	Dr. Raymond Corrado	Full	1
	Dr. William Glackman	Associate	1
	Dr. John Lowman	Full	2
	Dr. Robert Gordon	Full	1
	Dr. Robert Gordon	Full	1
	Dr. Ted Palya	Full	2
	Dr. Robert Menzies	Full	2
	Dr. Dorothy Chun	Full	1
<i>Journal of the American Psychiatric Association</i>	Dr. William Glackman	Associate	1
<i>The Australian and New Zealand Journal of Criminology</i>	Dr. Margaret Jackson	Full	1
<i>Sociological Methodology</i>	Dr. Ted Palya	Full	1
<i>International Criminal Justice Review</i>	Dr. John Lowman	Full	1
	Dr. Ted Palya	Full	1
<i>Canadian Journal of Law and Society</i>	Dr. John Lowman	Full	1
	Dr. Ted Palya	Full	1

Canadian Journal of Family Law
Criminal Reports
Canadian Journal of Women and the Law
Ottawa Law Review
Policing: An International Journal of Police Strategies & Management
Alberta Law Review

Dr. Robert Menzies	Full	1
David MacAlister	Assistant	1
David MacAlister	Assistant	1
Dr. Robert Menzies	Full	1
Dr. Dorothy Chun	Full	1
Dr. Simon Verdun-Jones	Full	1
Dr. Simon Verdun-Jones	Full	1
Dr. Simon Verdun-Jones	Full	1

Peer Reviewed Journal Title	Faculty	Rank	Number of Articles
<i>Policy Options</i>	Dr. Neil Boyd	Full	1
<i>Journal of Architectural Planning & Research</i>	Dr. Patricia Brantingham	Full	1
	Dr. Paul Brantingham	Full	1
	Joan Brockman	Full	1
<i>Social History</i>	Dr. Robert Menzies	Full	1
	Joan Brockman	Full	1
<i>Canadian Public Administration</i>	Dr. Elizabeth Elliott	Assistant	3
<i>The Journal of Prisoners on Prisons</i>	Dr. Karelene Faith	Full	2
<i>Social Justice</i>	Dr. Karelene Faith	Full	1
<i>International Journal of Drug Policy</i>	Dr. Robert Gordon	Full	1
<i>Estates, Trusts and Pensions Journal</i>	Dr. Robert Gordon	Full	1
<i>Canadian Journal of Aging</i>	Dr. Robert Gordon	Full	1
<i>International Review of Victimology</i>	Dr. Curt Griffiths	Full	1
<i>Federal Probation</i>	Dr. Curt Griffiths	Full	1
<i>Studies in Law, Politics and Society</i>	Dr. Dary Lacombe	Associate	1
<i>Sociological Practice</i>	Dr. John Lowman	Full	1
<i>Violence Against Women</i>	Dr. John Lowman	Full	1
<i>History of Psychiatry</i>	Dr. Robert Menzies	Full	1
<i>Canadian Bulletin of Medical History</i>	Dr. Robert Menzies	Full	1
<i>Health Law in Canada</i>	Dr. Simon Verdun-Jones	Full	4
<i>The Police Journal</i>	Dr. Simon Verdun-Jones	Full	2

SIMON FRASER UNIVERSITY
Office of the Dean, Faculty of Arts
MEMORANDUM



To: John Waterhouse
VP Academic

From: John T. Pierce
Dean of Arts

Subject: Criminology External Review

Date: March 18, 2003

Introduction

In general, this is a very positive review which speaks favourably of Criminology's leadership, the quality of its faculty and students, research productivity and capacity to manage change. An overarching concern was expressed about "the difficulties the School is currently facing in sorting out priorities about its resources and programs." A number of recommendations and suggestions are made to improve the situation. I wish to comment upon these within the structure of the external review report and the context of the School's response to the report.

Undergraduate Studies

The review team believed that the undergraduate program should be pared back in order to redirect resources to the graduate program. I support the School's conclusion that this is an ill-advised strategy. This would be a disservice to many qualified students trying to enter Criminology and to the Faculty of Arts which must maintain its share of enrollments. The School has put forward some practical, low-cost solutions to maintaining enrollments, such as hiring a lecturer, expanding the TA budget, revising pedagogy, reviewing enrollment caps, and exploring the use of more distance education courses.

The School also believes it has the capacity to undertake a Legal Studies program. I would not support this unless and until there is a proper business plan that weighs the benefits of this initiative against the cost in time and money to the Graduate Program.

Graduate Program

The School wishes to expand the size of the PhD program which I would support so long as certain conditions are met relating to resource issues such as space, financial resources and supervisory capabilities. The Dean of Graduate Studies should be consulted on the feasibility of such a move.

The review team recommended, and the School concurs, that graduate students should not be involved in admission and funding decisions of their existing and possible future cohorts.

If the graduate program is to expand, more graduate courses must be offered. The School supports the recommendation of the review team in this regard and believes there is existing and latent potential to do so.

At the MA level, there is also support for a coursework MA and an Executive MA. This can only be done after careful and close consultation with the Dean of Graduate Studies. Certainly the prospect of premium fees for the Executive MA could influence the comparative viability of this program.

Research

Given the number of Research Centres and Institutes functioning within Criminology, the review team wisely suggested a co-ordinating mechanism. This is now being done through the Criminology Research Centre.

The review team observed that notwithstanding the scholarly activity and productivity of members of the School, more effort could be devoted to publishing in "high prestige peer reviewed journals". This concern has been communicated to faculty. Clearly more could be done in this area although I have been assured by the Director that peer reviewed journal articles remain an important part of the publishing record. I might also add that given the success of faculty in SSHRC grant competitions, external referees do not necessarily share this concern.

On the subject of contracts and grants, the review team identified communicative problems between ORS and faculty within Criminology. ORS was seen as a bottleneck with researchers responding by taking their grants and contracts outside the University. The Response to the External Review suggests that actions have been taken to improve the situation over the next two years.

Staffing

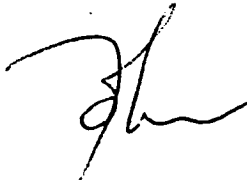
A reference is made to "dramatically increased workloads and staff stress". My office will be working with Criminology to determine the origins and solutions to these problems.

Governance

I believe the present Director has done a commendable job at building consensus and fostering a co-operative and collegial environment.

Relations with Senior University Administrators

Given the lack of specifics in this section, I am unable to comment. The Dean's office has had a positive and close working relationship with Criminology. I will leave it to SCUP to determine if any further action needs to be taken with respect to some other senior University administrator(s).



John T. Pierce

JTP/rt

Cc: T. Perry, Associate Dean, Arts
R. Gordon, Director, School of Criminology

SIMON FRASER UNIVERSITY

SCHOOL OF CRIMINOLOGY

MEMORANDUM

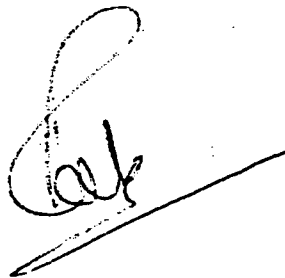
To: Dr. John Pierce, Dean of Arts
Ms. Laurie Summers, Director, Academic Planning

From: Dr. Robert Gordon, Director, School of Criminology

Re: External Review Report

Date: March 7, 2003

Please find attached a copy of the School's response to the above captioned report.

A handwritten signature in black ink, appearing to be 'L. Gordon', written over a horizontal line.

SCHOOL OF CRIMINOLOGY

RESPONSE TO EXTERNAL REVIEW

Robert M. Gordon, Ph.D., Professor and Director.

Paul Brantingham, J.D., Professor and Associate Director (Graduate Programme)

Gail Anderson, Ph.D., Associate Professor and Associate Director (Undergraduate Programme).

INTRODUCTION

The School is pleased to receive what we consider to be an overall positive evaluation by the external review team. Appropriate notice has been taken of the various comments, criticisms and suggestions offered by the reviewers and their sage advice on a number of matters and issues affecting the School.

The School is particularly grateful to the reviewers for their invaluable advice on aspects of the School's programmes, particularly the proposed new programmes in the graduate area.

The external review report has been examined and discussed by the School's three main committees: the Executive Committee; the Undergraduate Programme Committee; and the Graduate Programme Committee. The responses to the reviewers' recommendations that follow are based upon the deliberations and conclusions of those committees.

RECOMMENDATION 1

It is recommended that the School reduce the number of courses offered at the undergraduate level even at the cost of reducing its overall number of undergraduate students. This also means living with a rate of student(course) turn away that is higher than that of many other disciplines. Reducing the number of courses could be compensated in part by increasing the number of students in the distance education courses, in the ethics courses, and in the field practice.

This recommendation suggests that the School should reduce the number of courses offered at the undergraduate level and so reduce the number of students in the programme. The reviewers suggest that the turn-away rate, presently one of the highest in the Faculty of Arts, should be simply accepted. The goal of this recommendation is to divert faculty currently teaching in the undergraduate programme to graduate teaching to enable the School to increase the number of courses offered at the graduate level. This will allow more graduate (particularly Ph.D.) students to be admitted.

While we agree that support does need to be given to the Graduate Programme, we disagree most strongly that this should be done at the expense of the Undergraduate Programme. The Undergraduate Programme is very strong, extremely popular and very successful. Its popularity is clearly reflected in the high turn-away rate and reducing this turn-away rate has been, and continues to be, a concern of the School and the Dean of Arts.

There are several reasons why a reduction in the size of the Undergraduate Programme would be inappropriate:

- Reducing undergraduate classes would reduce the pool of students who intend to enter our graduate programme.
- Reducing undergraduate classes would reduce the number of T.A. and T.M. positions available for graduate students, the majority of whom rely upon such positions for financial support while in the programme.
- A reduction in undergraduate classes would fly in the face of larger University policies of increasing access.

The School feels that there are several ways in which the size of the Undergraduate Programme can be maintained, and even increased to reduce the course turn-away rate, while simultaneously providing more teaching resources for the graduate programme.

- The School, like other departments, could hire at least one lecturer to teach between six and eight undergraduate courses each year. This would immediately allow interested faculty to shift from undergraduate to graduate teaching.
- Interested faculty should receive tutorial relief (i.e., three contact hours) if they are willing to teach a three contact hour graduate seminar course in addition to their assigned two courses per semester. This is an effective and relatively low cost way of mounting more graduate courses and is a popular option amongst some faculty members. However, it will require an appropriate increase in the numbers of funded T.A. base units. Significantly, the availability of new base units would ensure that the increased numbers of graduate students entering the programme receive financial support.
- Popular undergraduate courses are being reviewed to determine whether enrolment can be increased. This includes re-assessing seminar classes, presently capped at 25 students, to determine whether they can be converted into lecture/tutorial courses. The ultimate enrolment limits would depend upon increases in the number of T.A. base units but increased numbers of tutorials will mean increased financial support for graduate students.
- Some existing courses are being considered for development as Distance Education courses, as well as for on-campus delivery. This will serve to increase the number of course spaces as well as the number of T.M.

positions available for our graduate students. Faculty are being approached to determine their interest in either writing a Distance Education version of a course themselves, or supervising a graduate student to write the course, based upon the on-campus version.

- The enrolment in Crim.369 (the ethics course) has been expanded from 36 to 50 students and is currently under development as a Distance Education course.
- During the Spring 2003 registration period we made a concerted effort to address the course full turn-away rate by adding tutorial/lab sections where possible in some courses, and by increasing the maximum enrolment in others. As a result, there was a significant reduction in our turn-away rate. However, in order to continue with this reduction the School will need an increase in the numbers of T.A. base units.

RECOMMENDATION 2

No new undergraduate programme that would require additional resources should be undertaken.

This is a reference to a proposed major in Legal Studies.

The School agrees that in a time of scarce resources priorities should shift to the areas of greatest need in the School (i.e., the graduate programme). Nevertheless, we believe that a Legal Studies programme at the undergraduate level should be started beginning with a low cost option in the form of a clearly defined minor in Legal Studies coupled with a P.B. Diploma in Legal Studies. The minor and the diploma will cover essentially the same ground and will require no new faculty resources or other resources.

The Legal Studies major programme had been approved, in principle, by School faculty prior to the external review and was to be built, primarily, from existing courses in criminology and other departments for which the new programme would act as an umbrella. Some new courses may be required and some courses may need to be offered more frequently if the idea of a major in Legal Studies is pursued. A minor/diploma could be offered with no new courses and, therefore, no new resources.

The minor/diploma programme would be re-assessed after a period of time to determine its success and, if popularity and resources allowed, the programme could be expanded to include a major/honours programme in Legal Studies.

The targeted commencement date for the minor/diploma in Legal Studies is September 2004.

RECOMMENDATION 3

The School of Criminology should admit more graduate students, in particular Ph.D. students. Only academic or pedagogical reasons should justify rejecting applicants meeting the University's standards for admission.

The School agrees with this recommendation. The graduate programme will be expanded through the admission of more students, particularly at the Ph.D. level. We will phase in an increase in Ph.D. students over a two to three year period beginning in September 2003. The size of the increase will be dependent upon the addition of new teaching resources for the programme (see Recommendation 1). An incremental expansion that maintains academic admissions standards and teaching quality is clearly keyed to the availability of space and faculty resources.

RECOMMENDATION 4

Involving (graduate) students in admission and funding decisions which apply to their colleagues is unethical and introduces Malthusian tendencies in the admission process.

The School has considered this issue as part of a broader adoption of a new, comprehensive Policy and Procedure Manual.

The issue of graduate student involvement in admission and funding decisions was put to a faculty vote following a period set aside for discussion. The ballot was returned on March 6th. Faculty voted to exclude graduate students on the Graduate Programme Committee from admission and funding decisions, and from viewing confidential materials relating to such decisions, and this policy is now part of the School's Policy and Procedure Manual.

RECOMMENDATION 5

The School should increase the number of courses offered at the graduate level. One way to achieve this would be to redesign and renumber some courses presently offered at the undergraduate level and offer them exclusively as graduate courses. This will lead to an increased participation of faculty in the graduate programs and will address a major problem in the graduate program. To realise this change in a coherent manner, the School will have to rethink its graduate programs.

The School agrees that it must increase the number of courses offered at the graduate level. As a first step, teaching resources have been reallocated in order to increase the number of course offerings for 2003-2004 to provide course work in all specialty areas and to provide advanced level (e.g., Crim 811; Crim 831) offerings for Ph.D. students who have taken their MAs in the School of Criminology. In doing so, we have increased

the number of individual faculty members involved in graduate instruction. In addition, we have begun to rotate teaching assignments to utilise more of our faculty in graduate level instruction.

The School does not agree with the External Review Committee that it is never possible to offer advanced topic seminars in dual advanced undergraduate/ graduate seminar formats. The School notes that this is common practice in many major research universities. We plan to experiment with this approach and will offer one advanced forensics course on this basis during 2003-2004.

RECOMMENDATION 6

The School should go forward with the projected M.A. by coursework and practicum and the Executive M.A. program but those initiatives should be monitored carefully.

The School will develop both an M.A. by coursework and practicum and an Executive M.A. program over the next two academic years. Proposals will be brought forward through normal channels in due course.

Planning for both the M.A. by coursework and practicum and the Executive M.A. has commenced. The M.A. by coursework and practicum is being developed first, with a target commencement date of September 2004.

The Executive M.A. Programme will be a special cohort programme charging premium fees and will require more extensive development. The target commencement date is September 2005.

Discussions are underway to increase the School's graduate secretary position from part time to full time to accommodate the increased workload.

RECOMMENDATION 7

The School should consider the creation of a federation of its research centres, institutes and laboratories under the umbrella of the Criminology Research Centre in order to consolidate and share administrative and grant-facilitation resources.

This existing federation has been more clearly defined by clarifying the administrative functions of the Criminology Research Centre. Grants and contracts generated by the various centres and institutes are now administered through the Centre which is supported, in part, by monies returned from contract overhead charges as well as budgeted administration charges in each grant.

Discussions have been held regarding the feasibility of the Faculty of Arts grants facilitator being available to faculty in the School of Criminology on a scheduled, monthly or bi-monthly basis.

RECOMMENDATION 8

More faculty should publish in peer reviewed journals.

The School's extremely productive faculty already publishes in peer-reviewed journals. Nevertheless, this recommendation has been passed to faculty who are encouraged to publish further in such places.

RECOMMENDATION 9

The Office of Research Services should take the initiative to conduct a full scale consultation with the faculty in the School to find ways to smooth the process in which grant and contract projects are processed and to remove bottlenecks in acceptance procedures.

The recommended consultation has started. The School and O.R.S. has reached agreement on a sliding scale of contract overhead percentages which is now in place for an experimental two year period. Further meetings will occur to address other problems as and when required.

RECOMMENDATION 10

The School of Criminology and (a) Senior Administrator of SFU should make every effort to dissipate misunderstandings and improve their relations with one (an)other.

A mutually beneficial and fruitful meeting has occurred between the School's Executive Committee and a Senior Administrator. The School looks forward to continuing good relations with the individual concerned.

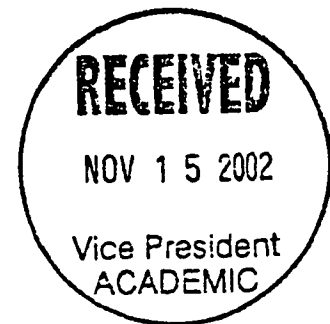
**Report of the External Review Committee on the
School of Criminology**

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November 2002

20.

Introduction and general overview

To arrive at its conclusions, the External Review Committee consulted the following written sources: 1- The Self Study Report of the School of Criminology SFU prepared by the Director, the Associate Directors and the School administrator based upon the deliberations of the School's main committees and a School faculty discussion during a meeting in June 2002; 2- The different appendices attached to the Self-Study; 3- The *SFU 2002-2003 Calendar*; 4- The Faculty's curriculum vitae; 5- Various other documents, including the drafts outlines of the new programs projected by the School.

In addition, the External Review Committee visited the School site between October 2-4, 2002. During these three days, the Committee met with the SFU senior administrators, the School Director, the School executive committee, the School research ethics committee, undergraduate and graduate students, and the School's staff. The Committee also met the library's staff and the Director of Research Service.

During those meetings, we were assisted and enlightened by Dr. Nancy Olewiler of the Department of Economics, SFU. Everybody spoke openly and answered our questions in a straightforward manner.

The general impression the committee had from both the written material and the site visit is that the people who make up the School operate, in general, in a collegial way. Faculty members appear enthusiastic and busy, and are involved in a number of interesting, and very different, projects. The School's leadership appears democratic and generally accepted by its members. However, the panel was struck by the difficulties the School is currently facing in sorting out priorities about its resources and programs. The collegial model of decision making, well established in the School, has been successful in promoting good relations among colleagues (which has been an issue in the past); however it may make it difficult to take the tough decisions necessary to set priorities for the next five year period. The panel believes, given the external and internal pressures on the school, it is now time to make some difficult decisions on reallocating scarce resources.

I- Undergraduate studies

1. *The magnitude of the programs*

It is obvious that the undergraduate programs put a heavy burden on the shoulders of the faculty and staff of the School of Criminology. Moreover, this burden risks becoming even heavier in the near future, as indicated by the following:

- The average undergraduate FTE in criminology from 1996-2002 was 500-600. Over the last six years, the number of approved majors has ranged from 405-470 with a further 182-278 students declaring an intention to become criminology majors (Self Study Report, p. 23).

- Students are offered a wide variety of programs and degrees: major, major with honours, minor, extended minor, post baccalaureate diploma, general certificate, advanced certificate. Many of these may be taken in class or by correspondence.
- A wide range and high number of courses are listed in the calendar – in 2002-03, a total of 56, excluding the practicum, field practice and thesis, were set out.

Over and above this already heavy load, the School plans on increasing enrolments by approximately 10 percent a year. The long term goal is to allow the number of majors, minors, and others to increase until every qualified applicant is automatically admitted (Self Report Study, p. 30).

This plan puts additional strain on a professoriate already putting much energy and time into undergraduate teaching. Increasing the workload in this way, and to this extent, is a matter of grave concern for the committee. Inevitably it will drain resources, leaving only scraps for the graduate studies and for research. The review committee of 1995 recognized the danger of this strategy at that time, and advised: «There is no need for the SFU School of Criminology to be consumer driven: they have, and will continue to have more “consumers” than they can accommodate» (p. 9).

We agree. Moreover we question the assumption that increasing the size of the undergraduate programs will increase resources for the School overall. The panel sees this as an “adventure” or gamble and, in particular, questions the assumption that this will necessarily benefit crucial goals such as increasing the excellence in the graduate program or faculty research.

2. Field Practice

In our discussions concerning the Field Practice Program, we were impressed with the value that this brought to the School's overall undergraduate education. The present programme appears to be operating in a sound fashion. We note that the field practice instructor is eager to take on additional responsibilities, and keen to work on the graduate practicum. A major concern is the bottleneck created by the limited access of undergraduates to the ethics course. Increasing undergraduate seats in this course, by offering additional sections, would facilitate the number of students able to take advantage of field practice experiences.

3. Distance Education and E-Learning

In addressing the problem of allowing a limited increase in the size of the undergraduate programme without sacrificing graduate studies and research, the committee was impressed with the opportunities afforded by the distance learning programs. The School of Criminology should build on its historical advantage and jump on the band-wagon of e-learning by expanding its offerings and adding more students to these courses. This has a number of advantages, particularly in terms of relieving pressure on the Faculty. This would be a cost effective way of allowing undergraduate enrolment to increase, as the expanded registrants in these course would likely pay for the added tutor markers needed.

In addition, such a strategy might relieve pressure on classroom-space demands on campus, and address the high course turn away rate. The added bonus of this growth is the possibility that more money would be made available for graduate students in tutor marking positions. The panel was also impressed with the publication possibilities, as we were told that course development resulted in textbook development by the Faculty.

We are aware that distance education cannot replace the teaching environment made possible by student-faculty interaction in the classroom, particularly as the social as well as physical distance of students from campus is markedly increased. However, with the heavy demand already existing, this appears to be a sound strategy to address some part of this excess flow of students.

4. Legal Studies

The panel examined new initiatives that have been considered in the undergraduate area, including the proposed legal studies program. We recognise that this is a revival of a previously developed program. The panel heard that some Faculty members felt that they were inadequately consulted in the latest version of the proposal. We would encourage the administration of the School to remember that, when planning new programs and conceptualizing substantive offerings, it is important to actively seek input from those most directly affected by these changes.

As for the merits of the legal studies program, the committee feels that no initiatives that require additional resources devoted to undergraduate training should be undertaken at this time. However, if the legal-studies program can be viewed as a more intelligent use of resources, or as more pedagogically sound, such a programme is justified. The panel is divided on the intrinsic merits of adding a legal-studies program but we leave it to school to sort this out.

II- Graduate program

1. Admission

The School's graduate program, in our opinion, is too small: not enough students, not enough courses, not enough faculty participation and involvement. In particular, the school does not admit sufficient numbers of Ph.D. students to meet existing or future market demands, or to maximize the research of faculty. Although the numbers have increased during recent years, the admission system appears to constrain growth in the number of students entering the program.

According to the documents we received, during the last three years, the graduate students intake was as follows :

<u>Year</u>	<u>Masters</u>	<u>Ph.D.</u>
2000	10	3
2001	18	5
2002	18	4

Keeping in mind that the School has 24 faculty, the panel is of the opinion that the School, Faculty and prospective students would benefit from increasing these numbers, especially at the Ph.D. level.

The low enrolment cannot be explained by the School receiving a small number of applications. In the Self Study Report, we read: «We receive many more qualified applications than we can take. For the 2002 fall semester intake, we had 84 applicants. Our rejection rate was 56 percent. Virtually, all of these applicants met the University's minimum standards for admission to graduate study» (p. 36).

Why are many good students rejected? Is it because the faculty members are already stretched to the limit? With less than 24 faculty, many other university departments admit considerably more graduate students. The Committee is of the opinion that the Malthusianism of the School of Criminology in SFU has to do with a philosophy that requires all students to receive financial support. It was said that the School cannot admit more students because it can only fund a limited number of students. The panel finds no reason why admission decisions need to be connected to funding decisions. Why refuse students who could pay for their tuition with their own or parents' money? Some of the pressure to keep numbers small may also come from graduate students, who sit on admission committees. Although they do not set admission policy, graduate students expressed concern that too many students would negatively affect their own access to office space and computers. This leads us to examine the role of students in the admission process.

2. Students Voting on Admission

To pull the graduate program out of its present state of underdevelopment, the panel is concerned about the School's policy that allows students to vote on the admission of their colleagues. We are united in our opposition to the practice of allowing students to making funding decisions. Confidentiality and conflict of interest concerns are raised regarding access to private files. Involvement in admissions decisions, as well, can lead to a suspicion that some students might try to drive the competition out, allowing a small number to have access to available office space, computers, TA contracts, scholarships, and the like. While we would encourage the School to involve students in program policy and curriculum development, care needs to be taken in involving them in admissions and funding. A point from the students in support of this practice relates to the need to maintain a clear and transparent process in decision making. We feel that this could be ensured through a clear statement of criteria for selection and decisions about funding.

A last objection was raised against the suggestion of admitting more graduate students. The panel was told that there were not sufficient employment opportunities for students after they graduate. We do not believe this to be a correct assessment of the employment sector from a national and international perspective. In addition, we feel that there is a real problem in developing a national and international reputation for excellence in the absence of a strong and productive Ph.D. program.

3. *Additional Course Offerings*

The Self Study uncovered another problem: the need to offer more graduate courses. In 1999, the School apparently offered 7 graduate courses, 8 in 2000, and 7 in 2001. Also, in «most years we mount none of the advanced courses needed by Ph.D. students» (...) «This is clearly an issue that we need to address» (p. 42).

The small number of graduate courses mounted each year presents particular problems for students who come from the MA program into the Ph.D. because they have already taken all the graduate courses available. The panel does not consider dual listing of courses an appropriate way to address this problem. Having Ph. D. students sit in seminars with undergraduates is just not acceptable. However, admitting more graduate students, and more from other universities, would allow the school to diversify its course offerings. .

Teaching more graduate students presents resource problems for a School facing financial pressure such as this one. However, one way to achieve this would be to reallocate teaching resources from the undergraduate to the graduate level. Currently, the School offers 56 undergraduate courses as opposed to 7 graduate courses (although 15 graduate courses are listed in the calendar). If undergraduate teaching was to be rationalized, this could be achieved without additional cost. Note that the *SFU 2002-2003 Calendar* lists over 40 undergraduate CRIM 300 and CRIM 400 courses.

With more students, it will be possible to mount key PhD/MA courses on a regular basis and to have more faculty teaching at the graduate level. With only 7 courses offered, as is now the case, at least 17 faculty members have no opportunity to teach at the graduate level.

This recommendation means that the School should re-evaluate both its graduate and undergraduate programs and re-allocate some resources from the latter to the former.

4. *MA by Coursework and Practicum*

The panel also reviewed the new initiatives in the graduate area. The plan for the *MA by coursework and practicum* appears to meet a distinct need in the criminal justice fields and is a welcome alternative to the existing MA by thesis. If carefully administered, it can offer a way of addressing the lengthy completion period of the current program. It is cost effective in its use of existing faculty resources, and the field practice supervisor is prepared to provide staff support for this program.

In looking at *cohort based strategy for MA students*, we have mixed feelings about this approach. We like the idea of encouraging quick movement and peer support to improve completion times. However, we are not yet convinced that this program is practical, given the different work habits, life styles and studying interests of graduate students. If the programme is to be introduced, the School will need to carefully monitor it, and certainly plans to do this. It may work well, given the School's record of success with a similar programme at the honours level.

5. *The Executive MA Program*

The executive MA program appears to address a real need in the local professional criminal justice community. It is touted as being self-sufficient and seen as a possible source of revenue for the School. Based on the experiences of similar programs, such as the MBA, this may be true. However, these types of programs are not widely offered and may end up being more costly to administer, in terms of faculty and staff time, than is expected. Care should also be taken to ensure that implementation of this program takes place only after wide and extensive consultation with all faculty members, especially those who would not be directly involved in the course offerings or contract spin-offs of such a program and, therefore, might feel excluded from the benefits of such an enterprise.

III- Research

1. *The Organization of the Research*

Within the School of Criminology, one finds a number of Research Centers, Research Groups and Research Laboratories. The Criminology Research Center is currently administering 30 projects for nine faculty members. Overall, 285 work study students were supervised through the CRC over the past seven years (Self study, p. 52). Other centres, institutes and laboratories are also active: the Centre for Restorative Justice, the Institute for Studies in Criminal Justice Policy, the Feminist Institute for Studies on Law and Society, the Institute for Canadian Urban Research Studies, the Crime Prevention Analysis Laboratory, and The Forensic Entomology Laboratory. Researchers in these groups complain about not having staff to facilitate grant writing and to administer the projects.

The CRC suggests that the School should locate funds for a half-time administrative position to provide grant writing and fund management expertise to faculty. A convenient solution to such a need would be for the diverse research centers, groups, institutes, and laboratories to unite in a decentralised federation under the umbrella of the Criminology Research Center in order to pool resources to pay for a research coordinator and part or full time support person. This regrouping represents an appropriate and cost effective sharing of resources without threatening the independence of researchers.

2. *The Research Productivity*

In reviewing the research productivity of faculty, the panel was impressed with the high level of activity by faculty in the School. Many texts, many reports, and a great deal of

engagement in professional and community activities are evident. The faculty appear to be very busy in institutes and have established excellent contacts with research, policy, and community groups both locally and across the country.

The faculty appear to have responded well to the previous review panel which encouraged greater grant activity and more intensive research. Particular success has been achieved in building partnerships with other disciplines, and in attaining SSHRC-based funding.

However, the panel is concerned that many faculty do not publish in high prestige peer reviewed journals (such as *Theoretical Criminology*, *Criminology* etc.). This has a direct impact on the School's reputation and status. In addition, the reporting format of research activities in CVs should be standardised. Refereed publications should not be mixed with research reports. Monographs should be kept separate from book chapters, etc. In addition, faculty should provide information on the number of graduate students supervised, the titles of their dissertations, date of graduation or year of study, and about their participation in supervisory committees, in setting comprehensive examinations, etc. Faculty should also provide biographical information (e.g. list of recent publications) on the School's web site.

3. Bottlenecks in Administration of Grants and Contracts

It has been reported by many in the School that the Office of Research Services poses a bottleneck to the contracts and grants activity of the School. Researchers simply make their contracts outside of the University with the consequence that the University does not benefit from these funds. According to both the researchers and Research Services, a major obstacle appears to be charging for indirect costs (but the department maintains that it does not receive any of these funds, further discouraging researchers from mounting research projects through the University). While both faculty and administrators acknowledge that large amounts of money are not being channelled through the University, they disagree on the reasons for the impasse, and on whether amelioration is possible. The result is a tense, unhealthy situation in which both sides lose. The panel urges the office of research services to meet with faculty and staff at the School and hammer out ways to address this issue. While we do not think that the university will recover 100% of the research and contract monies now going outside, the percentage that can be recovered represents a substantial amount of money. It is not in the interests of faculty or university to allow this situation to continue.

IV- Staff

Staff appear dedicated and committed to the mission of the School. Human relations appear to be good both among staff and between staff and faculty. However, University cutbacks, offloading of administrative tasks, and increased student numbers have dramatically increased workloads and staff stress. In addition, new efforts at upgrading technology for admissions and other activities have not been accompanied by technical support for the school, nor by logistical arrangements to facilitate staff training. Within a

limited school budget, it is difficult for the School to make and fund these arrangements itself. These expenses should be paid by the University.

V- Governance

The current Director of the School of Criminology devoted a lot of time and energy during his first term to building consensus, facilitating cooperation, and to peace-making. While peace is always a work in progress, the School appears to be, at the present time, a collegial environment. One result is that the School is blossoming with projects, a delightful sight. However, because resources are limited, choices between projects, and tough decisions about priorities, must be made. From what we know about the current leadership and the school climate, it should be possible to make those choices in a collegial style, with a minimum of acrimony. However it is absolutely crucial that senior officers in the school make sure that all faculty feel involved in the decision-making process .

VI- Relations of the School with senior University administrators

There is a long history of misunderstanding and strained relations between the faculty of the School of Criminology and SFU senior administrators. Solutions acceptable to both parties must be worked out, but this can only happen after frank and full discussion of all the contentious issues. Both sides should make every effort to dissipate the misunderstandings and to start their relation on a new footing.

Summary and recommendations

Overall, the School of Criminology has flourishing research groups, good levels of external funding, and significant involvement with both professional and non-professional communities. Faculty take their responsibilities to undergraduate and graduate students seriously. As in any department, there are tensions and rivalries, as well as marked differences in politics, preferred style of research, and orientation to the much fragmented "discipline" of criminology (which is really many different disciplines and approaches). With good and careful leadership the divisions and rivalries have been kept in check in recent years. School administrative staff appear to be well integrated into the school, although severely overstretched.

Tensions with senior University administration are palpable and should be addressed. Part of the problem here lies in the administration's desire to steer a more graduate student oriented, research intensive course in the future than was the case in the past. While members of the School of Criminology, on the whole, agree with this objective and already carry out reasonable levels of funded and unfunded research, many of the School's policies, practices and habits of mind are still focused on delivering an excellent undergraduate program. This is where the bulk of the School's resources are presently directed and faculty, rightly or wrongly, believe that securing more resources and support for the School hinges on excellence at this level. It does not appear that all the implications of such a change, fiscal, administrative and psychological, have been addressed by senior administration. For the benefit of everyone, this should be done.

To sum up, the committee offers the following recommendations:

R-1

It is recommended that the School reduce the number of courses offered at the undergraduate level even at the cost of reducing its overall number of undergraduate students. This also means living with a rate of student turn away that is higher than that of many other disciplines. Reducing the number of courses could be compensated in part by increasing the number of students in the distant education courses, in the ethics courses, and in the field practice.

R-2

No new undergraduate programme that would require additional resources should be undertaken.

R-3

The School of Criminology should admit more graduate students, in particular Ph.D. students. Only academic or pedagogical reasons should justify rejecting applicants meeting the University's standards for admission.

R-4

Involving students in admission and funding decisions which apply to their colleagues is unethical and introduces Malthusian tendencies in the admission process.

R-5

The School should increase the number of courses offered at the graduate level. One way to achieve this would be to redesign and renumber some courses presently offered at the undergraduate level and offer them exclusively as graduate courses. This will lead to an increased participation of faculty in the graduate programs and will address a major problem in the graduate program. To realise this change in a coherent manner, the School will have to rethink its graduate programs.

R-6

The School should go forward with the projected MA by coursework and practicum and the executive MA program but those initiatives should be monitored carefully.

R-7

The School should consider the creation of a federation of its research centers, institutes and laboratories under the umbrella of the Criminology Research Center in order to consolidate and share administrative and grant-facilitation resources.

R-8

More faculty should publish in peer reviewed journals.

R-9

The Office of Research Services should take the initiative to conduct a full scale consultation with the faculty of the School to find ways to smooth the process in which grant and contract projects are processed and to remove bottlenecks in acceptance procedures.

R-10

The School of Criminology and the Senior Administrator of SFU should make every effort to dissipate misunderstandings and improve their relations with one other.