

MEMORANDUM

ATTENTION: Senate	TEL
FROM: Peter Keller, Vice-President, Academic and Provost, and Chair, SCUP	
RE: Reclassification of the Centre for Forensic Research (SCUP 17-14)	
DATE: March 9, 2017	TIME

At its March 8, 2017 meeting, SCUP reviewed and approved the proposal to reclassify the Centre for Forensic Research from a centre to an institute in accordance with Policy R40.01. The name shall remain the “Centre for Forensic Research” due to long-standing name recognition.

Motion:

That Senate approve the reclassification of the Centre for Forensic Research from a centre to an institute in accordance with Policy R40.01.

c: G. Anderson
H. Cardoso



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MEMORANDUM

ATTENTION Senate Committee on University Planning (SCUP) **DATE** February 16, 2017
FROM Norbert H. Haunerland **PAGES** 1/1
RE: Reclassification of the "Centre for Forensic Research"

Attached is a letter from Dr. Gail Anderson and Dr. Hugo Cardoso, requesting to change the Centre for Forensic Research from a Research Centre to a Research Institute in accordance to Policy R40.01. The name shall remain the same as "Centre for Forensic Research". The Centre for Forensic Research now has members in FASS and FEnv, and is increasingly interacting with stakeholders from outside of SFU.

Motion:

That SCUP approve and recommend to Senate that the Centre for Forensic Research be reclassified from a Centre to an Institute in accordance with Policy R40.01.

A handwritten signature in black ink, appearing to read "Norbert Haunerland".

Dr. Norbert Haunerland
Associate Vice-President, Research

Attachment

Cc: Dr. Gail Anderson (Professor), School of Criminology
Dr. Hugo Cardoso (Assistant Professor), Department of Archaeology

MEMORANDUM

To: Dr. Joy Johnson (Professor)
Vice-President, Research

From: Dr. Gail Anderson (Professor)
School of Criminology
Dr. Hugo Cardoso (Assistant Professor)
Department of Archaeology

Re: Reconstitution of Centre for Forensic Research as a SFU Research Institute

Date: January 18, 2017

Dear Dr. Johnson,

The Centre for Forensic Research (CFR) is an SFU Research Centre that falls under the Faculty of Arts and Social Sciences (FASS). It was created in 2007, by uniting the forensic research, teaching and service initiatives of faculty members within FASS (Department of Archaeology and School of Criminology), who had a physical home for their laboratories within the former ASSC1 building (now Saywell Hall). In 2011, the Department of Archaeology left FASS to join the Faculty of Environment (FEnv). Consequently, as of 2011, the Centre for Forensic Research fell under the Research Institutes definition (SFU Policy R 40.01) as a cross-Faculty initiative. Since 2011, however, the Centre underwent significant changes, including the retirement of Dr. Mark Skinner in 2012, his replacement by Dr. Hugo Cardoso in 2014 and the loss of the Centre's lab manager in 2015, together with changes in the VP's, FEnv's dean and FASS dean's offices, which had a significant impact on the governance of the Centre, thus delaying its conversion to a SFU Research Institute. We now submit a new constitution, an up-dated list of members and a strategic plan for your consideration of the Centre for Forensic Research as a SFU Research Institute.

Sincerely,

Dr. Gail Anderson:



Dr. Hugo Cardoso:



Centre for Forensic Research (Institute)
Constitution

1. Purpose

- 1.1 The institute will maintain and develop an interdisciplinary and international hub to advance and achieve excellence in research, training and service that supports medicolegal death investigations, improving the recovery and identification of the deceased, and the determination of circumstances of death, including cause, manner and time of death, guided by principles of scientific rigor and integrity, critical thinking and a global ethical commitment.
- 1.2 The institute is affiliated with Simon Fraser University and conducts its activities in such a way as to enhance the reputation and the programs of the University.

2 Governance

- 2.1 The Institute is constituted as a research Institute at Simon Fraser University under the terms of SFU Policy R 40.01, comes under the direct authority of the Vice President Research and conducts its affairs in accordance with all other University policies. The term of the Institute is five years as per SFU Policy R 40.01.
- 2.2 An annual report on the Institute's activities and financial status from April 1 to March 31, including the current membership of the Institute, Steering Committee and Advisory Board, will be submitted to the Vice-President Research by June 30th of each year.
- 2.3 The Institute is governed by a Steering Committee and headed by two Co-Directors.
- 2.4 The Institute includes Named Members and Associate Members. Named Members are SFU faculty appointed by recommendation to the Vice-President Research from the Co-Directors. Associate Members are from both within and outside the University Community, including individuals linked to the Centre through projects and other activities which the Institute sponsors and supports. Associate Member status is proposed by the Co-Directors and approved by the Steering Committee. Appointments shall be for a five year term.
- 2.5 The Co-Directors of the Institute are: one SFU faculty member from the Department of Archaeology and one SFU faculty member from the School of Criminology, nominated by the Steering Committee and appointed by the Vice President Research. The Co-Directors serve a renewable three-year term.
- 2.6 The Co-Director's tasks include the following responsibility, which he/she may delegate but not abrogate.
 - Chairing the Steering Committee;
 - Overseeing the Centre's management and finances;
 - Recruiting members;

- Hiring Centre personnel, including support staff and research assistants:
- Preparing the annual report to the Vice-President, Research.

2.7 The Steering Committee:

- Consists of the Co-Directors, who will Chair the Committee, three forensically-active SFU faculty members drawn from Archaeology, Criminology and Science; the Chair of the Department of Archaeology; the Director of the School of Criminology; an Associate Dean from the Faculty of Environment; and an Associate Dean from the Faculty of Arts and Social Sciences.
- Members of the Committee serve three-year renewable terms.
- The task of the Steering Committee is to determine the overall direction of the Centre and to oversee the management of its operations. While it normally operates by consensus, when necessary it can make decisions by majority vote, including the appointment of new members of the Steering Committee.

2.8 There may be an Advisory Board, consisting of interested persons, from the local and international communities, such as forensic scientist and experts, the Office of the Chief Coroner, RCMP, other Police, and a member of the Legal Profession. The Board will serve in an advisory capacity only.

3. Funding:

- 3.1** It is anticipated that initial funding for the activities of the Institute will be provided by the parent faculties, the Faculty of Environment and the Faculty of Arts and Social Sciences.
- 3.2** Additional and ongoing funding will be sought from sources external to the university, including research grants and case-work fees that generates revenue for small equipment and small supplies.

8 March 2017

CENTRE FOR FORENSIC RESEARCH**Named Members**

	Appointment Date	Position
Gail Anderson	September 1, 2007	Professor, School of Criminology, Simon Fraser University Co-Director (Appointed September 1, 2007)
Lynne Bell	September 1, 2007	Professor, School of Criminology, Simon Fraser University
Hugo Cardoso	June 18, 2014	Assistant Professor, Department of Archaeology, Simon Fraser University Co-Director (Appointed September 1, 2014)
Rolf Mathewes	September 1, 2007	Professor, Department of Biological Sciences, Simon Fraser University
Dongya Yang	September 1, 2007	Professor, Department of Archaeology, Simon Fraser University

Associate Members

	Appointment Date	Position
Mike Richards	January, 2017	Professor and Research Chair, Department of Archaeology, Simon Fraser University
Rudy Reimer	January, 2017	Assistant Professor, Department of Archaeology, Simon Fraser University
John Albanese	July 7, 2014	Associate Professor, Department of Sociology, Anthropology and Criminology, University of Windsor
Francesco Berna	July 7, 2014	Assistant Professor, Department of Archaeology, Simon Fraser University
Sue Black	January 1, 2008	Professor, Centre for Anatomy & Human Identification, University of Dundee
Ana Boza-Arlotti	July 7, 2014	Regional Forensic Advisor, International Committee of the Red Cross; and Adjunct Professor, Department of Archaeology, Simon Fraser University
Patricia Brantingham	January 1, 2008	Professor, School of Criminology, Simon Fraser University
Diane Cockle	July 7, 2014	Crime Scene Investigator, National Forensic Identification Support Services, Royal Canadian Mounted Police; and Adjunct Professor, Department of Archaeology, Simon Fraser University
Ernie Cooper	September 21, 2009	Director, TRAFFIC & Wildlife Trade, World Wildlife Fund; and Adjunct Professor, School of Criminology, Simon Fraser University
William Hagland	July 7, 2014	Senior Forensic Consultant, University of Washington
Dean Hildebrand	September 1, 2014	Associate Dean, Forensic Science and Technology, British Columbia Institute of Technology
Melinda Merck	July 7, 2014	Senior Director, Veterinary Forensics, American Society for the Prevention of Cruelty to Animals
Deborah Merrett	July 7, 2014	Adjunct Professor, School of Criminology, Simon Fraser University
Amy Mundorff	January 1, 2008	Assistant Professor, Department of Archaeology, University of Tennessee
Mark Skinner	September 1, 2011	Professor Emeritus, Department of Archaeology, Simon Fraser University
Camilla Speller	July 7, 2014	Marie Curie Research Fellow, Department of Archaeology, University of York
David Sweet	January 1, 2008	Professor, Oral Biological & Medical Sciences, Bureau of Legal Dentistry, University of British Columbia
Verena Tunnicliffe	January 1, 2008	Professor, Biology & Ocean Sciences, University of Victoria

Steering Committee Members

	Appointment Date	Position
David MacAlister	September 1, 2016	Director, School of Criminology, Simon Fraser University
David Burley	September 1, 2013	Chair, Department of Archaeology, Simon Fraser University

Robert Gordon	March 15, 2014	Associate Dean, Faculty of Arts and Social Sciences, Simon Fraser University
Norbert Haunerland	April 1, 2011	Associate VP Research, Vice-President Research Office, Simon Fraser University
Dongya Yang	September 1, 2016	Associate Dean, Faculty of Environment, Simon Fraser University

CENTRE FOR FORENSIC RESEARCH – SIMON FRASER UNIVERSITY

STRATEGIC PLAN 2017-2021

1. INTRODUCTION

This strategic plan lays the foundation for our future direction and provides the framework to achieve our goals for the next five years, as we move from being an SFU Research Centre to a Research Institute. The Centre for Forensic Research (CFR) is an SFU Research Centre that falls under the Faculty of Arts and Social Sciences (FASS), designed to create new knowledge in the forensic sciences for the purposes of aiding medicolegal death investigations and with core researchers specializing in entomology, bone chemistry, physical anthropology, DNA and botany. The centre was created in 2007, by uniting the forensic research, teaching and service initiatives of faculty members within FASS (Department of Archaeology and School of Criminology), who had a physical home for their laboratories within the former ASSC1 building (now Saywell Hall). In 2011, the Department of Archaeology left FASS to join the Faculty of Environment (FEnv). Consequently, as of 2011, the Centre for Forensic Research fell under the Research Institutes definition (SFU Policy R 40.01) as a cross-Faculty initiative. The need to re-constitute the centre as an institute, together with significant changes which have occurred in the governance of the centre, are the main impetus behind this strategic plan. These changes include since 2011, the retirement and replacement of one of the Centre's members, the loss of the Centre's lab manager, and a reformulation of the Centre's funding structure.

In an increased globalized world, advancing forensic science is much more than just focusing on issues that are relevant to the local and national communities. It also relies on an emphasis and effort to address forensic concerns that arise from increasing human migration, natural and non-natural catastrophes, human conflict and human rights violations, which increasingly inflict injustice and inequality to the developing world. The history of the centre, the expertise and diversity of its members and its community connections, uniquely position it to confront these problems and become both a leader in research mobilization and in transformative ideas for the benefit of society. Advancing forensic science must also include a focus on education and training, and quality management and the nurturing of partnerships between the groups which make up the wider forensic community. The centre's ability to engage students in a multidisciplinary and research intense environment at all levels of training, where knowledge is created with and transferred to the forensic community, provides a transformative and diverse learning opportunity that builds better global citizens, adaptable to the changing labour market and engaged with their communities. This strategic plan has been developed in order to reaffirm the centre's meaning and purpose, to deliver measurable goals, outline strategies for growth and advancement, and provide a disciplined approach to the management of the CENTRE FOR FORENSIC RESEARCH in the next 5 years that reflect both its national scale and its global scope.

2. CURRENT STATUS

Simon Fraser University has been at the forefront of forensic research and consulting in Canada and the world. In the 1980's, Mark Skinner in Archaeology, Thelma Finlayson and Rolf Mathewes in Biological Sciences provided expertise and expert evidence in forensic anthropology, entomology and botany respectively, to the police and coroners service. The need for these services grew and, in the late 80s Gail Anderson took over forensic entomology. Although SFU was providing a great deal of expertise to law enforcement, the faculty were not united and worked independently in their respective departments and faculties. In 2007, with a surge of public and academic interest in forensic science, the university built a custom designed forensic centre to house the forensic specialties. Dongya Yang in archaeology (ancient and degraded DNA) and Lynne Bell in criminology (bone chemistry and taphonomy) were hired to expand our forensic capabilities, and recently Hugo Cardoso (forensic anthropology) was hired in archaeology to replace Mark Skinner, who retired.

Currently, our core researchers specialize in entomology (Gail Anderson), bone chemistry (Lynne Bell), physical anthropology (Hugo Cardoso), DNA (Dongya Yang) and botany (Rolf Mathewes). Members of the centre provide assistance in medico legal death investigations, namely identifying human remains, estimating elapsed time since death and circumstances of death. The relatively narrow scope of the centre and the diversity in specializations together with ongoing collaborations both within and outside the Centre drives the forensic research in new and innovative ways. A good example of that is the taphonomy facility that is being implemented by Dr. Cardoso on the Burnaby campus for experimental studies of animal tissue decomposition that involves members of the centre and several outside collaborations, including the RCMP. This project is meant to address significant questions related to time elapsed since and circumstances of death. The core researchers also develop their research projects, train students and work on their cases in a unique facility in Canada, providing secure lab space for its faculty and students as well as an autopsy suite but also including RCMP protected Level C security for forensic exhibits meaning that exhibits within the CFR are maintained at or above the level of security required for presentation in court. The autopsy suite in particular, provides the opportunity for the Centre members to develop research projects that require maceration and skeletonization of specimens, as well as examinations of partially skeletonized or decomposed animal and human remains. The movement of the centre in innovative new directions is also exemplified by the expanding relationship and collaborations with the SPCA and wildlife enforcement, extending the centre's scope to animal abuse-cases. The recent publication of "The Lawyer's Guide to the Forensic Sciences" by Irwin Law (2016) has chapters written by Gail Anderson and Rolf Mathewes, confirming national recognition of research conducted at SFU.

Since the inception of the Centre in 2007 the centre members have published 84 articles in peer-review journals 34 invited refereed book chapters and four books. The members have also given 186 conference presentations (including 7 Keynote addresses, 35 invited presentations and 117 international presentations) and 180 invited Presentations/workshops (including 3 keynote addresses and 35 international presentations). Members of the centre have been successful as principal or co-principal investigators and collaborators with a variety of funding agencies, including SSHRC, NSERC, CFI and the Canadian Police Research Centre. The centre is also very active in training of HQP. Many students are supervised by more than one member of the CFR. Since the inception of the Centre, 2 post-doctoral fellows have completed their work here, plus 10 PhD students, 23 Masters students and 14 Honours students. Although primarily a research facility all the centre's faculty teach courses within

graduate and undergraduate programs in Archaeology and Criminology, and often use the CFR to teach part or all of a course. For example, Forensic Anthropology (ARCH 442) is offered annually, with one or more tutorials held in the Forensic Osteology Laboratory, Forensic Sciences (CRIM 355), is offered at least twice a year on campus, and three tutorials are held in the Forensic Entomology laboratory using collections and equipment housed in lab, and Forensic Entomology (CRIM 318), offered once per year, utilizes the forensic entomology lab for the majority of the semester. The Centre is also the major contributor to the SFU Forensic Studies Certificate, which is held jointly between Archaeology and Criminology. It is very popular with 36 students currently declared and over 900 students taking our courses per year. Our current highlights include an open house and research symposium in 2014, which was converted to an annual research symposium in 2015. The first edition of the symposium was very popular with 88 attendees, including students from other universities and higher education institutions in BC, Police forces, forensic pathologists and other forensic experts. This will now be an annual event. The centre is also very engaged with the public community, and members are regular consultants to police, coroners, wildlife agencies and SPCA and actively analyze suspected deaths and animal cruelty cases and testify in court as expert witnesses. The centre is also very active within the academic community, with two members (Bell and Anderson) having served as President of the Canadian Society of Forensic Sciences (the premier forensic society in Canada). The Centre also actively engages with younger students, with several members regularly giving talks and workshops to high school and elementary school students, both on and off campus, as well as the general public.

The centre is uniquely positioned, with a set of state of the art laboratories and a small number of researchers with a very specialized scope, to be a national leader in the application of science to medicolegal death investigations. However, the centre currently faces a number of challenges, which includes the loss of technical staff who managed the day-to-day operations of the centre, the loss of the existing operating budget, the increased competition from degrees offered by other high education institution in BC, the increased competition by other experts that provide the same consulting services, and the budget limitations of consulting partners, such as the BC Coroners Service.

3. VISION AND MISSION STATEMENT

Our vision is to be a leading national research centre defined by a high quality application of science to medicolegal death investigations for a right and just implementation of justice on a global scale

Our mission is to create and maintain an interdisciplinary and international hub of scientists to advance and achieve excellence and innovation in research, training, and service that supports medicolegal death investigations anywhere in the world, improving the recovery and identification of the deceased, and determination of circumstances of death, including cause, manner and time of death, guided by principles of scientific rigor and integrity, critical thinking and a global ethical commitment.

4. STRATEGIES FOR SUCCESS

The Centre for Forensic Research strategic plan rests on the following overarching four strategic objectives:

- 1) Advance the highest quality of knowledge in the pure sciences,
- 2) Develop new cutting edge forensic applications,
- 3) Train the next generation of high quality students,
- 4) Serve the diversity of local and global forensic communities.

Each of the Centre's overarching four strategic objectives is supported by the following actions to be implemented. Each action has a measurable indicator of progress, which will be used annually to monitor the implementation of the Plan and then at its conclusion in 2021, they will be used to evaluate the success of the Strategic Plan.

Objective 1. Advance the highest quality of knowledge in the pure sciences	
<i>Actions</i>	<i>Measure of Progress</i>
1.1. Develop research in new areas.	Number of persons dedicated to new projects.
1.2. Generate research funds.	Amount of awarded dollars.
1.3. Increase research output.	Number of peer-reviewed publications and number of citations based on the h-index.
1.4. Expand outside research collaborations.	Number of publications co-authored with non SFU members. Number of members participating in outside projects. Number of international collaborations

Objective 2. Develop new cutting edge forensic applications	
<i>Actions</i>	<i>Measures of Progress</i>
2.1. Assess the needs of the forensic community.	Number of formal and informal meetings with various forensic experts in the community.
2.2. Incorporate the needs of the forensic community in research projects.	Number of persons dedicated to projects generated by the forensic community.
2.3. Disseminate forensic applications to the forensic community.	Number of presentations, invited lectures, workshops, training sessions or short-courses offered to the forensic community. Number of technical reports generated.

Objective 3. Train the next generation of highly qualified personnel	
Actions	Measures of Progress
3.1. Assess the quality of undergraduate training.	Number of students in courses offered by CFR members with a grade \geq A. Number of students in co-op education programs.
3.2. Attract students for undergraduate projects.	Number of honours completions. Number of directed studies projects.
3.3. Assess the quality of graduate training.	Number of peer-reviewed papers and technical reports generated by Masters and PhD students.
3.4. Attract students for graduate projects.	Number of Masters and PhD theses completions.
3.5. Train the next generation of forensic experts.	Number of CFR undergraduate and graduate students who find job placements in the forensic community.

Objective 4. Serve the diversity of local and global forensic communities	
Actions	Measures of Progress
4.1. Provide a variety of consulting services to the non-academic forensic community.	Number of case examinations for coronial bodies and police, opinion requests from news agencies, and expert testimonies. Number of students in co-op education programs.
4.2. Support the academic forensic community.	Number of occasions serving in dissertation supervising committees, thesis defence committees, program/departmental reviews, tenure and promotion reviews.
4.3. Provide peer review services.	Number of articles reviewed for peer-reviewed journals.
4.4. Create and maintain an open and accessible channel of communication with the communities.	Number of visits/year to the CFR website. Number of site updates.

5. PROMOTORS OF SUCCESS

Implementation of our mission and goals will require commitment and effort at various institutional levels. We will depend on continuing collegiality and intra-centre collaborations to excel in new research areas and expand our research output, to train students more effectively and manage the facilities more efficiently. Reconstituting the Centre as a Research Institute will provide the much needed

organizational clarification that will also facilitate the short and long-term management of the Centre's operations, but also provide a new funding model for the Centre. With the termination of the Centre's operational budget with the Vice-President of Research Office and of the lab manager position who oversaw the day-to-day operations, the CFR has been managed on a daily basis using short-term temporary solutions. Currently, operational expenses related to the maintenance of the common facilities, specifically the autopsy suite, are still being covered by funds from the VP-Research office. The Centre will seek external and internal funds from the Faculty of Environment and the Faculty of Arts and Social Sciences to cover these maintenance costs and an estimated \$10,000/year is required. While the lab manager position was terminated, the Archaeology Lab Manager (Shannon Wood) and Laboratory Technician (Peter Locher) have been informally taking over the duties on a temporary basis to insure the functioning of the facilities. A long-term or permanent solution to this problem is 1) the development of a part-time lab manager position (20%), budgeted at \$15,000-\$20,000/year, or 2) the formal incorporation of the managerial duties in the Centre of Forensic Research in the duties of the Archaeology Lab Manager and Lab Technician. Both solutions will require negotiations between the Faculty of Environment and the Faculty of Arts and Social Sciences to establish supervising and funding responsibilities (regardless of the whether the funding is internal or external). Sources of revenue include research grants awarded to members of the Centre and forensic case-work fees that currently support the training of students, and cover the expenses with equipment, materials and supplies. The implementation of the strategic plan will be of the responsibility of the co-directors, assisted by the steering committee, who will use the measures of progress to monitor it. The successful implementation of the plan will be evaluated by the Vice-President of Research, using the annual report as tool.

6. CONCLUSION

The success of this strategic plan is dependent upon the support from the Centre's parent Faculties, the University's support through the Office of the Vice-President of Research, and upon the collaboration of all of its members, including faculty, students, technical and administrative staff. They will implement this plan into action, monitor and evaluate it to ensure excellence and innovation in research, training, and service that supports medicolegal death investigations for a right and just implementation of justice on a global scale. The success of the strategic plan will also depend on the integration between research, and how students contribute to inspire that research and enrich the community through enhanced learning experiences, that are provided in turn by a strongly community-engaged research. The forensic challenges that arise from the increased globalized world demand such an integration and the Centre for Forensic Research is uniquely position to achieve it.

December 15, 2016