

FOR APPROVAL**PUBLIC****OPEN SESSION**

TO: Governing Council

SPONSOR: Professor Trevor Young, Vice-President & Provost
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PRESENTER: See above.
CONTACT INFO:

DATE: April 29, 2025 for May 22, 2025

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Establishment of an Extradepartmental Unit B (EDU:B) - Institute of Forensic Sciences, (IFS), UTM

JURISDICTIONAL INFORMATION:

Under section 5.1 of the Academic Board's Terms of Reference, the Board has responsibility to consider the "establishment, termination or restructuring of academic units." Under section 4 of the Board's Terms of Reference: "Matters having significant impact on the University as a whole, those having serious steering effects on the development of a particular division or those having a major impact on the relationships amongst divisions and relationships between the University and the community at large, will normally require the approval of the Governing Council."

GOVERNANCE PATH:

1. UTM Academic Affairs Committee [For Recommendation] (March 24, 2025)
2. UTM Campus Affairs Committee [For Concurrence with the AAC] (March 26, 2025)
3. UTM Campus Council [For Recommendation] (April 22, 2025)
4. Academic Board [For Recommendation] (April 24, 2025)
5. Executive Committee [For Endorsement and Forwarding] (May 6, 2025)
6. **Governing Council [For Approval] (May 22, 2025)**

PREVIOUS ACTION TAKEN:

No previous action taken.

HIGHLIGHTS:

The establishment of the Institute of Forensic Sciences (IFS) as an Extra-departmental Unit: B (EDU:B) at UTM is proposed effective July 1, 2025. The Forensic Science program was first established in 1995 as a Major within the Department of Anthropology, becoming the first of its kind in Canada. The program has now grown to include the Forensic Science Major and Minor, and four Specialist programs in Forensic Anthropology, Forensic Biology, Forensic Chemistry and Forensic Psychology.

Established in response to the societal need to train professionals who could leverage scientific knowledge in the application of the law, Forensic Science is now a well-established field that draws on interdisciplinary strengths and is a wide-ranging area of academic pursuit. At UTM, faculty members in the field represent expertise in forensic toxicology, forensic chemistry, forensic biology, forensic epistemology, and forensic anthropology, and discipline-centred pedagogical research. The proposed change would create a structure for growth, development, and increased research output for the program and its faculty and would be the only Institute dedicated to this area of study and practice among all U15 universities. Since most Forensic Science specialities are outside the scope of Anthropology, it is often confusing for students to negotiate the identity of the program and challenging for faculty to establish a defined research mandate within the current Department.

By definition, an EDU:B is a multidisciplinary unit designed to foster research and teaching in a new or highly specialized area of academic study and scholarship. It may hold minority budgetary faculty appointments (49% or less), administer research funds and offer degree programs appropriate to the number and research strength of faculty. The Director is appointed under the University's *Policy on Appointment of Academic Administrators*.

This change is guided by the most recent review of the Forensic Science program in 2018, which recommended the establishment of a separate administrative home for the program to support a strong vision and long-term stability for Forensic Science at UTM. This change will support the goals of the UTM Strategic Framework, to empower research discovery and impact, build on existing, distinctive, and successful initiatives already in place at UTM. In the longer term, the change will also create a foundation for a potential graduate unit.

The new Institute of Forensic Sciences will be administered initially by an Interim Director beginning in July 1, 2025. A search for a continuing Director will be undertaken in 2025-2026 by the Office of the Vice-Principal, Academic and Dean. The core full-time FSC faculty will move 49% of their appointments to the new IFS, maintaining 51% in the Department of Anthropology. In addition, faculty with Adjunct status and those who have the status of non-budgetary cross-appointments will also have this status transferred to the new EDU-B. Currently, there are 3.0 FTE administrative staff and 1.5 FTE lab staff supporting the Forensic Science Program in the Department of Anthropology. As of July 1, 2025, the 4.5 FTE of staff will be transferred to the new EDU:B. IFS will be housed in the new Sciences Building at UTM, where the Forensic Science program was recently relocated to unify the faculty and administrative staff in a single location.

All faculty and administrative staff associated with the Forensic Science program are in favour of the proposed change. The change will not impact current students in Forensic Science as the physical

location, front-facing staff members and faculty contacts will remain the same. The Chair of the Department of Anthropology supports all aspects of the proposed change. The Chairs of the Departments of Biology, Chemical & Physical Sciences, and Psychology all expressed support for the proposal. The proposed change was shared with the tri-campus Deans group, who expressed universal support for the new unit, noting that UTM was well known for the Forensic Science program, and recognized it as a unique area of scholarship.

FINANCIAL IMPLICATIONS:

The proposed Institute of Forensic Sciences will be resourced within the existing campus budget.

RECOMMENDATION:

Be it Resolved

THAT the proposal to establish the Extradepartmental Unit B (EDU:B) – Institute of Forensic Sciences (IFS), at the University of Toronto Mississauga, as described in the Proposal for the Establishment of an EDU:B, Institute of Forensic Sciences, UTM dated February 21, 2025, be approved, effective July 1, 2025.

DOCUMENTATION PROVIDED:

Proposal to Establish the Institute of Forensic Sciences as an Extra-Departmental Unit B, dated February 21, 2025.



**Proposal to Establish
the *Institute of Forensic Sciences*
as an Extra-Departmental Unit B (EDU: B)
University of Toronto Mississauga
February 21, 2025**

STATEMENT OF PURPOSE

This proposal recommends the creation the Institute of Forensic Sciences (IFS) as a new EDU: B at University of Toronto Mississauga (UTM), effective July 1, 2025. The new Institute is being created as an undergraduate academic unit and will become the academic home for the existing Forensic Science programs, courses, and community, which are currently administered by the Department of Anthropology.

BACKGROUND AND CONTEXT

The Forensic Science Program (FSC) was established in 1995 as a Major program in response to a perceived societal need: to train a class of professionals who could leverage scientific knowledge to aid in the application of the law. It became the first program of its kind in Canada. Now, in 2025, the Forensic Science Program enjoys its 30th anniversary and stands as one of UTM's most well-known and identifiable programs. It is one of the few programs of its kind in North America and remains distinguished by its focus on core science, research-informed instruction, a dedication to the ethics of practice, and a foundation of experiential learning.

Since 2006, the Forensic Science Program has been collegially administrated as part of the UTM Department of Anthropology. However, Forensic Science has acted as an autonomous unit within the department: developing and delivering a distinct suite of programs and courses, and maintaining the committees needed to manage faculty life, undergraduate curriculum, and outreach. To date, this arrangement has worked well, but the fit is imperfect, considering the increase in FSC faculty numbers and the broadening of its curriculum. Most Forensic Science specialties are well outside the scope of Anthropology, and it has become challenging for the department to administer the Forensic Science Program. As mentioned, FSC has operated as an essentially autonomous unit with its own faculty members, administrative staff, admission stream, curriculum, academic programs, and separate budget, but has done so within Anthropology. The proposed EDU: B would better recognize and actualize this autonomy and clarify the academic identity of Forensic Science at UTM with formal representation at the decanal and governance tables.

This proposal to establish a more independent academic unit is the culmination of decades of growth, maturation, and success of the program. The time is right to make the needed changes that will facilitate

continued progress. Forensic Science faculty model diverse teaching and research mandates, and many are actively involved in professional practice, lending their expertise through data analysis, consultation, and expert witness testimony to the legal system. Graduates of the program have established valuable careers that build on the high level of training earned through scaffolded coursework, a dedication to the core sciences, experiential learning opportunities, and in many cases, involvement in primary research. FSC graduates have had a significant societal impact in the expansive landscape of the legal system: in the field, in the lab, in the classroom, and in the courtroom. Program graduates include [Crown Attorneys](#) who work to free the wrongfully convicted, tenured university [professors](#), [medical doctors](#), [pathologists](#), research [technologists](#), crime scene [investigators](#) working with police agencies across Canada, and [research scientists](#) in Canada and the US. Additional examples of graduates' career profiles are available on the Forensic Science Program [website](#), which shows the breadth and impact of the Program's alumni. In all cases, they leverage their training in the sciences to inform discovery and decisions made in service of a sound, evidence-based system of law. These graduates are the product of a program that is outgrowing its current administrative structure, and the establishment of the Institute of Forensic Sciences would create a platform better able to support the *next* phase of academic innovation. academic innovation.

RATIONALE FOR AN INDEPENDENT INSTITUTE OF FORENSIC SCIENCES (EDU: B)

The formation of the EDU: B Institute of Forensic Sciences is a clear response to past UTQAP reviews, both for the Department of Anthropology and the Forensic Science Program. These reviews concluded that a distinct academic and administrative entity to support forensic science education and research at UTM was needed. The proposed formation of an EDU: B is intended to establish a clearer identity for FSC while resolving structural and pedagogical challenges. Past UTQAP reviews have highlighted this option

The Department fully supports the Forensic Science program's plan to apply for EDU: B status in the near term and for EDU-A status once the program is fully capable of supporting itself. The Department also supports the relevant changes in the appointment status of faculty hired for the Forensic Science Program that will be required to create the proposed EDU.

[Final Assessment Report and Implementation Plan: Anthropology](#), (2018, page 6)

As an immediate step, the Program intends to establish itself as an EDU: B in order to formally administer the existing Forensic Science degree programs and to separate financial and planning responsibilities from the Department of Anthropology. The Program's long-term goal, once a sufficient faculty complement is established, is to organize itself as an EDU-A in order to hold primary faculty appointments

[Final Assessment Report and Implementation Plan: Forensic Science](#), (2018, page 5)

The formation of the Institute of Forensic Sciences will contribute to enhancing its distinct academic identity, while forming a stable foundation for research and teaching excellence going forward. Forensic

Science has matured into a distinct and self-contained field of study but maintains strong cross- and trans-disciplinary elements that adhere to the structure and intent of an EDU: B. The IFS would have an increased ability to realize its interdisciplinary research and teaching mandate: to deliver longstanding programs and conduct and apply research in Forensic Biology, Forensic Chemistry, Forensic Psychology, and Forensic Anthropology.

Importantly, establishing an EDU: B will enable the appointment of an AAA Director whose focus will be on the delivery of its longstanding programs and development and advocacy for Forensic Sciences at UTM. This will likely open new opportunities for teaching, research, advancement, and alumni relations that are more difficult when the program is fully embedded in a cognate department.

The formation of the Institute of Forensic Sciences will be beneficial in many ways:

- It will establish the distinct academic and scholarly identity of this field of study, one that builds on, but remains separate from other related areas of teaching and research.
- It will enhance the research profile of the unit and its faculty members.
- It will disambiguate the research and teaching productivity of Forensic Science from that of its home unit (Anthropology), making reporting more transparent and accurate.
- It will further clarify complement planning once the academic and strategic plans of Forensic Science are considered as those of a distinct unit.
- It will clarify the identity of the unit when collaborating with hierarchically structured industry and academic partners (e.g., law-enforcement, legal practice)
- It will clarify any ambiguity about budgetary responsibility and obligations between units.

The Forensic Science Program has enjoyed great success over its 30 years of activity, operating largely as an autonomous program group within the Department of Anthropology despite the limitations of its somewhat subsumed status. Its recent trajectory of expansion and greater reach will be enhanced through the formation of an EDU: B and the increased independence it would bring.

FACULTY COMPLEMENT AND APPOINTMENTS

Faculty Complement

UTM has committed to strengthening the faculty complement in Forensic Science. The current faculty includes five full time professors¹: three tenure stream and two teaching stream. At the time of writing there are two additional tenure stream searches underway for positions in Forensic Analytical Toxicology and Forensic Psychology. If either, or both, of the two searches are not successful, and the faculty complement is either 1 FTE or 2 FTE less than imagined, all teaching obligations can still be managed. The EDU:B will engage sessional instructors or course instructors to ensure that

¹ Note Profesor Nicole Novroski (submitted resignation February 18, 2025, effective July 1, 2025).

undergraduate courses are offered as planned. This is the current practice. In addition to full time faculty, there is one permanent part-time faculty, and one faculty member who was recently approved for a sixth year in a Limited Term Appointment (LTA) (50% FTE teaching stream). According to the [Policy and Procedures on Employment Conditions of Part-time Faculty](#), she will be considered for continuing part-time status at the completion of this appointment. There are also two Adjunct Professors who contribute to instruction and student mentorship, and two cross-appointed faculty from other units at UTM.

The core FSC faculty will move 49% of their appointments to the IFS, maintaining 51% in the Department of Anthropology. There will be 3.51 FTE faculty with minority appointments in the EDU: B. Currently, faculty include full-time tenure stream (Larsen, Rogers, new hire 1, new hire 2), full-time teaching stream (Luk, Woodall), and permanent part time (67%: Knaap). See Appendix A for a list of all faculty. The new institute will work collaboratively with the Department of Anthropology on matters such as hiring, workload assignments, and review processes.

UNDERGRADUATE PROGRAM STRUCTURE AND TEACHING

Curriculum and Program Delivery

The Forensic Science Program provides a progressive curriculum driven by four main principles. These would continue to guide the EDU: B.

1. *Forensic science must be theoretically and methodologically grounded in the core sciences.* It is essential that future practitioners and leaders in the field of forensic science be experts who understand the principles underlying the methodologies they use, and not simply technicians.
2. *As part of Canada's largest research university, the Institute of Forensic Sciences will be committed to fostering research excellence in service of the law.*
3. *Benefitting from the largest geographic concentration of forensic science expertise in Canada, the Institute of Forensic Sciences will maintain and continue to establish numerous professional partnerships, allowing for a breadth of student experiential opportunities unparalleled in the nation.*
4. *Instilled in all courses and programs is a dedication to the development of mature stewards of forensic science who not only possess the necessary training and knowledge, but also the capacity to deal with the limitations, ethical obligations, and consequences of professional practice.*

Establishing the Institute of Forensic Sciences as an EDU: B would not only recognize the importance of these principles but would provide the means to act on them more completely. These principles inform the structure of each of the longstanding academic programs. The new institute would become the academic and administrative unit for the existing Forensic Science programs and courses (those with the existing FSC prefix):

1. Forensic Anthropology - Specialist (ERSPE1338)
2. Forensic Biology - Specialist (ERSPE1410)
3. Forensic Chemistry - Specialist (ERSPE1009)
4. Forensic Psychology - Specialist (ERSPE1505)
5. Forensic Science - Major (ERMAJ0205)
6. Forensic Science - Minor (ERMIN0205)
7. 44 FSC courses

Prior to 2018, these programs were offered successfully with just one faculty member in Anthropology along with select sessional lecturers from the community of practice. This was possible because the subdisciplines of Forensic Science are closely linked to expertise in the core sciences and the cooperative offerings of science courses through other academic units at UTM. Since 2018, the faculty complement has grown to five, allowing for a greater teaching capacity. The Forensic Science faculty deliver the forensic-specific content, context, principles, and practice through FSC courses, while partnering with other UTM departments for instruction in Biology, Chemistry, Psychology, and Anthropology. In this way the Forensic Science programs leverage the subject matter expertise of its faculty together with the broader UTM community to deliver outstanding curricula for its students.

The growth and popularity of these programs can be seen in the number of students choosing Forensic Science as their admissions stream annually (see Appendix B) and the steady increase in program enrolment. In 2007-8 there were just over 100 students enrolled in Forensic Science programs. In recent years this number has climbed to between 400 and 500 students (see Appendix C).

These academic programs have been highly successful and in demand for many years. The Major program has been offered for over 30 years, while the Specialist programs have been established for more than two decades. The Forensic Science Minor has been running for 10 years. Introducing the EDU: B would provide greater autonomy in shaping the direction of their future growth and development.

Undergraduate Teaching

The teaching workload for Forensic Science faculty will be unchanged with the creation of the EDU: B. Although part of the Department of Anthropology, the FSC faculty do not teach ANT courses; they only teach FSC-prefix courses. The only exception to this is Prof. Rogers who teaches a combination of ANT and FSC courses. With the creation of the IFS, the 44 FSC courses will move to the EDU: B. The Forensic Science faculty will continue to teach only FSC courses, despite maintaining their majority appointments in the Department of Anthropology. The Chair of Anthropology has agreed to this arrangement as it will not alter the current practice. See Appendix F for a memorandum of agreement between the Department of Anthropology and the proposed Institute of Forensic Sciences regarding the transfer of programs, courses, and the position on faculty appointments and teaching obligations.

Graduate Teaching

FSC faculty are appointed to graduate departments as appropriate to their area of research: Prof Larsen is appointed to the graduate Department of Philosophy; Prof. Rogers is appointed to the graduate Department of Anthropology. The new faculty hired in the ongoing searches will be appointed to appropriate tri-campus graduate departments. Tenure stream faculty fulfill graduate teaching requirements in these various graduate units.

The Institute of Forensic Sciences is being established solely as an undergraduate academic unit and is not offering graduate programs at this time. However, the mandate to form a professional MSc in Forensic Sciences program was a clearly stated goal in the most recent UTQAP review implementation plan. No such graduate program exists at the University of Toronto, and there are relatively few in Canada (Trent University, Laurentian University, Ontario Tech University, Université du Québec à Trois-Rivières). There are *forensic medical* graduate programs in Canada (for example, the University of Toronto has a Forensic Pathology program), but these do not have the broad consideration of the forensic sciences as is envisioned for UTM. The creation of the proposed EDU: B would provide the intellectual and administrative foundation to advance to the next step in realizing a new graduate unit and broadening the graduate options at UTM in the long term.

RESEARCH AND SCHOLARSHIP

Breadth of Research

Forensic Science is a broad field that encompasses many areas of science and research. The current core faculty complement represents research expertise that spans the natural sciences, considers the humanities, and builds teaching practice through pedagogical inquiry and development. The formation of an EDU: B dedicated to Forensic Sciences will provide a foundation to enhance collaboration and success in securing funding. The key areas research described below sit uneasily within the Department of Anthropology but are entirely within the scope of the Institute of Forensic Sciences.

The areas of research are closely aligned to instruction in the Forensic Science Program. Prof. Tracy Rogers conducts research in **Forensic Anthropology** investigating topics pertaining to human remains in a forensic context. Prof. Nicole Novroski conducts research in **Forensic Biology**, particularly in the arena of DNA deconvolution, genealogy and human identification. Both Profs. Karen Woodall and Vivienne Luk (teaching stream) work in the area of **Forensic Toxicology and Forensic Chemistry**, particularly through undergraduate research mentorship and external collaborations. FSC is in the process of bolstering this area of study through the hire of a tenure stream Forensic Analytical Toxicologist (start date, July 2025). Prof. Rasmus Larsen conducts research in the areas of **Forensic Epistemology and Forensic Psychology**, and this area is also an area of growth with a search for a tenure stream Forensic Psychologist currently in progress.

Pedagogy in Forensic Science Education is also an emerging and valuable research domain. The two teaching stream faculty, Profs. Luk and Woodall, continue to innovate in this area.

With the addition of five faculty in the last six years (Larsen, Luk, Wendt (since resigned), and Woodall), the capacity for research and publication has likewise increased. During this time the faculty have published 56 peer-reviewed articles in their various sub-disciplines of Forensic Science. This will only be increased with the addition of two new tenure stream faculty in Forensic Analytical Toxicology and Forensic Psychology. Similarly, the Forensic Science Program faculty have been increasingly successful in securing grants to support their research. Due to the different nature of the subdisciplines of Forensic Science, funding is acquired from different agencies. For example, in 2024 Prof. Novroski secured \$1.7 million through two grants from the United States National Institute of Justice for her research in forensic DNA analysis, and investigative genetic genealogy (as co-PI and co-I). Prof. Woodall, as teaching stream faculty, has acquired significant in-kind funding through the provision of equipment from industry partners (the equivalent of \$180,000 for Drug Oral Fluid Testing Devices for use in teaching and research). Prof. Larsen holds a New Researcher Connaught Fund grant. See Appendix D for a list of faculty research and teaching grants since 2019.

Undergraduate Research

The Forensic Science Program has developed robust, discipline-specific undergraduate research opportunities through FSC481Y5 – Internship in Forensic Science, FSC483H5 - Collaborative Research Internship, and FSC489H/Y5 – Advanced Independent Project. This dedication to undergraduate research has benefited the students' educational experience and served to generate new knowledge in the field. These courses have also led to publications for the faculty supervisors and undergraduate students in national and international peer-reviewed journals as well as presentations/poster papers at a multitude of professional conferences. Appendix E lists a sample of these publications from the last four years.

Professional Practice

In addition to research, teaching, and service, most Forensic Science faculty remain active in professional practice. For example, Prof. Woodall is active as an expert witness in criminal cases concerning toxicological data across Canada. Prof. Rogers maintains an active practice as a Forensic Anthropology crime scene investigator and courtroom testimony expert witness. Prof. Novroski is active as an expert witness and consultant in areas concerning DNA analysis as it relates to criminal investigation. These activities inform teaching and research and strengthen the network of collaborating individuals and institutions central to undergraduate research, mentorship, and later career progression. Having an official designation at the University of Toronto as the Institute of Forensic Sciences will aid in formalizing relationships with external organizations and institutions. Many of these bodies require such formal designations to validate and confirm collaborative research partnerships (e.g., law enforcement units). Not only will the status as the Institute of Forensic Sciences facilitate existing partnerships, but it will also open new opportunities and thereby enhance undergraduate research scope.

CONSULTATION

Cognate Units

The Department of Anthropology and the Chairs of the cognate units (aligned with the subdisciplines of the Forensic Science program) were all consulted concerning the creation of the Institute of Forensic Science as an extra-departmental unit. These include the Department of Biology, the Department of Chemical & Physical Sciences, the Department of Psychology, and the Department of Anthropology (as the home unit for the Forensic Science Program). All expressed support for the formation of the Institute of Forensic Science. The administrative faculty of Anthropology fully supports the creation of a new EDU: B which will host minority appointments for Forensic Science faculty, the six Forensic Science PoSTs, and the existing Forensic Science courses (those with the FSC prefix).

Students

There has been informal consultation with students at events such as the “Meet the Faculty Night”, and other events organized by the UTM Forensic (IVNVI) Society. In addition, all FSC students were alerted to this proposal by email. An open, online drop-in session was offered for students to voice any concerns and pose questions. The students present expressed support for the Institute of Forensic Sciences. More than one noted that they already regard Forensic Science as distinct from the Department of Anthropology. Others noted that many Forensic Science students are not aware that Forensic Science is part of the Department of Anthropology. They felt that this causes confusion, particularly in instances such as completing their student course evaluations where they must indicate their home department and Forensic Science is not an option. Students were told that there will be no appreciable change to their programs of study with the transition to an EDU: B. Their teaching faculty, the staff with whom they interact, location of the program office, and the programs of study would remain unchanged. Forensic Science has its own undergraduate advisor and outreach officer, so students already seek advice and support directly by these means rather than through Anthropology.

The details of the proposal were communicated to the Tri-Campus Deans meeting (Deans from the three undergraduate divisions: FAS, UTM, and UTSC) on February 20, 2025. The group expressed support for the proposed new academic unit. They noted that UTM was well known for the Forensic Science program and recognized it as a unique area of scholarship.

Extensive consultation has been carried out between the unit and the UTM Office of the Vice-Principal Academic & Dean. The OVPAD fully supports this EDU: B proposal as it is a direct response to recommendations emerging from the UTQAP program review process as noted above. The UTQAP Final Assessment Reports and Implementation Plans published in 2018 advise that the Forensic Science program to transition to a separate administrative and academic undergraduate unit, first as an EDU: B and then as an EDU: A. The two tenure stream faculty searches currently in process were approved by the Vice-Principal Academic & Dean in 2024 to strengthen this program and contribute to this goal.

Internal consultation was conducted with the FSC faculty and administrative staff. All faculty and staff expressed strong support for the establishment of the Institute of Forensic Sciences as an appropriate way forward to realize the aspirations of this unit and its community.

STRUCTURE AND ADMINISTRATION

Academic Administration

The governance structure of the IFS will consist of a Director, an Executive committee, and a Curriculum Committee. The Director, appointed in accordance with the *Policy on Appointment of Academic Administrators*, will have responsibility for the overall direction of the Institute, including administering the budget and managing faculty life processes in collaboration with the academic unit head where the faculty members hold their main appointment (the Department of Anthropology). Additionally, the Director will contribute to processes such as hiring, continuing status review, tenure and promotion consideration for IFS faculty members whose majority appointments are held in the Department of Anthropology. See Appendix F for a memorandum of understanding between the Department of Anthropology and the IFS. Additionally, the Director will contribute to processes such as hiring, continuing status review, tenure and promotion consideration for IFS faculty members whose majority appointments are held in the Department of Anthropology. The EDU: B Director will report to the UTM Vice Principal Academic & Dean. The function of the Executive and Curriculum Committees will be to support and advise the Director on questions of curriculum and program development.

Assessment of Scholarly Excellence

The Director of the Institute of Forensic Sciences will work with the Department of Anthropology Chair for faculty tenure and promotion reviews, faculty search committees, and progression through the ranks (PTR).

Physical Location of the Institute of Forensic Sciences

Offices

The Forensic Science Program has recently relocated its faculty and administrative offices to the new Sciences Building at UTM. The Forensic Science Program has been allocated this space to unify the faculty and administrative staff in a single location. This space is well suited to house and represent the Institute of Forensic Sciences.

Research space

Prof. Rogers will retain her research lab in the Health Sciences Complex. The Forensic Analytical Toxicology hire has lab space allocated in the new Sciences b Building. Space will be allocated to the Forensic Psychology hire in accordance with the nature of the research needs.

Teaching space

UTM teaching laboratories are shared spaces, but their purpose-built designs tend to restrict use to

particular departments or programs. As a multidisciplinary program, Forensic Science has and will retain access to the teaching labs in Anthropology, Biology, and Chemistry, in addition to two multi-purpose shared labs (DV2060, DV2062), the Crime Scene House, and the FSC Outdoor Research Space. A new teaching space will be completed in 2026: the FSC Garage and Identification Lab (the Pre-Engineering Building).

Equipment

Along with the laboratories, most of the expensive analytical tools and equipment at UTM are shared by various departments, programs, and research groups. Students have access to a wide range of standard and cutting-edge technologies, including an SEM/EDX for gunshot residue analysis (purchased by the Department of Chemical and Physical Sciences, along with the Forensic Science Program). The FSC Program also has several pieces of equipment for which it is primarily responsible, e.g., a headspace analyzer, FARO 3D laser scanner, aerial drone, total station, David SLS 3D scanner, alternate light sources, Nikon DSLR cameras with tripods, CA fuming chamber, and CSIpix. These will become part of the Institute of Forensic Sciences.

Administrative Staff

Currently, there are 3.0 FTE administrative staff and 1.5 FTE lab staff supporting the Forensic Science Program in the Department of Anthropology. As of July 1, 2025, the 4.5 FTE of staff will be transferred to the new EDU: B. The tables below summarize the current and proposed staff allocation between the two units. Please note, in Table 2 there is a total of 5.0 FTE administrative staff appointed to the IFS, and 5.0 FTE appointed to the Department of Anthropology. This increase from a total of 9.0 FTE staff to 10 FTE staff is due to the addition of a new shared position: Assistant Manager.

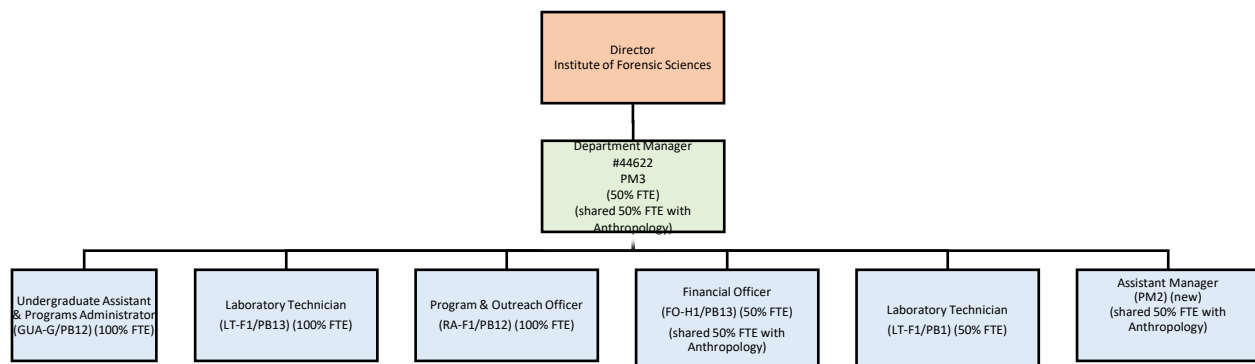
Current Staff Allocation (Dept of Anthropology)		
FTE	Role	Allocation
1.0	Department Manager	50% Anthropology Program, 50% Forensic Science Program
1.0	Financial Officer	50% Anthropology Program, 50% Forensic Science Program
1.0	Academic Advisor	Anthropology Program
1.0	Undergraduate Assistant and Programs Administrator	Forensic Science Program
1.0	Laboratory Technician	Forensic Science Program
0.5	Laboratory Technician	50% Forensic Science Program
1.0	Laboratory Technician	Anthropology Program
1.0	Program & Outreach Officer	Forensic Science Program
1.0	Chair and Department Assistant	Anthropology Program
0.5	Communications Officer	Anthropology
9.0	Total	

Table 1: Current Staff Allocation (Department of Anthropology)

Proposed Staff Allocation (July 1, 2025)		
FTE	Role	Allocation
0.5	Department Manager	Department of Anthropology
0.5	Financial Officer	
1.0	Laboratory Technician	
1.0	Academic Advisor	
1.0	Chair and Department Assistant	
0.5	Assistant Manager (new)	
0.5	Communications Officer	
5.0	Total	
0.5	Department Manager	Institute of Forensic Sciences
0.5	Financial Officer	
1.0	Undergraduate Assistant and Programs Administrator	
1.0	Laboratory Technician	
0.5	Laboratory Technician	
1.0	Program & Outreach Officer	
0.5	Assistant Manager (new)	
5.0	Total	

Table 2: Proposed Staff Allocation (July 1, 2025)

Below is the proposed organizational chart for the Institute of Forensic Sciences.



Department Manager

The Department Manager is responsible for the administrative, financial, and operational management of the Program, and acts as the single point of contact with finance, human resources, IT, facility operations and services and space management, health and safety, and risk management. In collaboration with the Director, the Manager will provide advice and assistance in the formulation and implementation of short and long-term program plans. This position is shared with the Department of Anthropology (50%). This arrangement would continue with the formation of a new EDU: B.

Assistant Manager (new position)

To acknowledge the additional workload that may arise forming this new unit, and UTM has made the commitment to increase the staff complement to support the unit with the addition of an Assistant Manager. This position will be posted and filled following the establishment of the Institute of Forensic Sciences.

Considering the increasing student enrollments, anticipated faculty growth, future development of a graduate program, and the management of wet research and teaching labs, a 100% FTE Assistant Manager is proposed at a PM 2 (hiring salary range of \$82,083 to \$95,762) to be shared between the Institute of Forensic Sciences and Department of Anthropology, under the supervision of the current Department Manager. This is a similar structure to that employed by other UTM multi-unit groups, such as Mathematical & Computational Sciences, which includes a Department Manager, Financial Officers and Assistant Manager, Finance & Operations; as well as the Department Manager shared by English/Drama and Philosophy.

An Assistant Manager would provide the necessary support for the Institute of Forensic Sciences, curriculum coordination (e.g., major modifications such as new specialist proposals) and would allow for a redistribution of work of Forensic Science and Anthropology staff to ensure continued growth and success of the existing student supports, including the growth of the capstone experiences and internships for 4th year specialists. This new position would also lead TA hiring in Anthropology and Forensic Science, graduate student management and new initiatives (e.g., events such as a journal club), undergraduate co-curricular programming (e.g., a CCR credited 5-part student skills development workshop series). The addition of an Assistant Manager would permit the Department Manager to better support faculty research through the addition of monthly meetings with each faculty member to review finances in details and highlighting grant applications relevant to their cognizant field, as well as pedagogical funding opportunities. These supports would raise the profile of both the Department of Anthropology, the Institute of Forensic Sciences and UTM, in addition to increasing the indirect cost recoveries to UTM by increasing receipt of tri-agency and US-government grants.

Program Academic Advisor

The Academic Advisor provides academic advising services to undergraduate students, assisting them in making decisions affecting their academic progress at U of T Mississauga from enrolment through to graduation.

Program & Outreach Officer

The Program and Outreach Officer duties include direct communication strategies (both internal and external), management of the inward and outward facing online presence. This role also involves managing mechanisms associated with teaching and curriculum implementation as it concerns our internal stakeholders.

Financial Officer

The Financial Officer manages the unit budget, records, and receipts, and reconciles all transactions. This role is shared with the Department of Anthropology (50%). This shared arrangement would continue initially with the formation of a new EDU: B but in future would be reconsidered through consultation with the Department of Anthropology, the Institute of Forensic Sciences, the OVPAD, and the Financial Officer.

Laboratory Technicians

The Institute of Forensic Sciences will maintain its two Laboratory Technicians. The duties of the Laboratory Technicians include supporting lab-based Forensic Chemistry, forensic identification and Forensic Biology courses, maintaining the inventory and purchasing supplies for all FSC lab courses, and maintaining all the equipment for the program and the summer camp.

EDU: B BUDGET

The Forensic Science Program has always maintained and managed its own budget, separate from the Department of Anthropology. The Director of the Institute of Forensic Sciences will assume responsibility for managing the budget, and for making recommendations and requests for new faculty and staff appointments. The budget includes salaries for Forensic Science faculty, and administrative staff, a teaching budget for sessional instructors, and a base operating budget. The current budget is adequate for the maintenance of all current appointments and will be increased to include the newly created Assistant Manager position.

Research Funds

The new EDU: B will follow U of T's Guide to Financial Management and provide appropriate oversight and approvals to support appointed faculty's management of their research funding. Grants held by Forensic Science faculty will be administered under the EDU: B structure. The EDU: B Director will approve new grant proposals. Please see Appendix D for the list of research funding currently held by FSC faculty.

UTQAP Review

The existing Forensic Science Program, although it is part of the Department of Anthropology, is already reviewed separately through the University of Toronto Quality Assurance Process (UTQAP). As an EDU: B, the unit will continue to be reviewed in this way to ensure that its operations conform to the Quality Assurance Framework for the Province of Ontario. The introduction of the Institute of Forensic Sciences will properly recognize the status of an academic entity already adhering and responding to the UTQAP undergraduate program review process. The Forensic Science Program had its most recent UTQAP review in 2018 and was scheduled for its next review in 2026. Per the June 12, 2024 deferral approval letter from the Vice-Provost, Academic Programs, the UTM's Forensic Science programs will undergo a cyclical review with a site visit occurring no later than Fall 2026. The review will proceed on this timeline regardless of the status of its administering unit.

Concluding Remarks

The Forensic Science Program began in 1995 and is in its 30th year of academic operation and has found great success becoming one of UTM's most recognizable and renowned programs of study. As the first program of its kind in Canada, the Forensic Science Program at UTM set the bar for research, teaching, and practice in this field. From its earliest incarnation as a Major program, it has grown and increased in reach: its academic programs, its courses, its faculty complement, and its research mandate have blossomed. The study of Forensic Science, always cross-disciplinary and collaborative in nature, has matured into a distinct area of scholarship. At this time, formation of the Institute of Forensic Science as an EDU: B is the next logical step as an academic unit and will set the stage for a continued leadership in the field and to thrive within UTM

APPENDICES

Appendix A – Forensic Science Faculty

Name	Rank	Current FTE	New FTE	Status	Graduate appt.	Area of Expertise
Full Time Core Faculty²						
Luk, Vivienne	Associate Professor, Teaching Stream	100% Anthropology	49% IFS 51% Anthropology	Continuing	N/A	Analytical Forensic Chemistry
Rogers, Tracy	Associate Professor, Tenure Stream	100% Anthropology	49% IFS 51% Anthropology	Tenured	Anthropology	Forensic Anthropology
Rosenberg-Larsen, Rasmus	Assistant Professor, Tenure Stream	100% Anthropology	49% IFS 51% Anthropology	Interim 2023 Tenure 2025-26	Philosophy	Forensic Epistemology
Woodall, Karen	Associate Professor, Teaching Stream	100% Anthropology	49% IFS 51% Anthropology	Continuing	N/A	Forensic Toxicology
Replacement Search (July 1, 2025 start)	Open Rank Tenure Stream	NA	49% IFS 51% Anthropology	TBD	Chemistry	Forensic Analytical Toxicology
Growth Search (July 1, 2025 start)	Open Rank Tenure Stream	NA	49% IFS 51% Anthropology	TBD	OISE: Dept. of Applied Psychology & Human Development	Forensic Psychology
Part Time Faculty						
Knaap, Wade	Assistant Professor	67% Anthropology	33% IFS 34% Anthropology	Permanent part-time	NA	Forensic Identification
Pakosh, Caitlin	Assistant Professor	LTA 50% FTE (renewable)	LTA 49% FTE (renewable) 24% IFS Anthropology 26%	NA	NA	Criminal Law
Adjunct Faculty						
Liscio, Eugene	Adjunct Professor	Anthropology	Anthropology	NA	NA	Forensic Visualization
Schneider, Richard	Adjunct Professor	Anthropology	Anthropology	NA	NA	Forensic Psychology; Criminal Law
U of T Faculty with Non-Budgetary Cross-Appointments to Forensic Science						
Urbszat, Dax	Associate Professor, Teaching Stream	Psychology cross-appointed to Anthropology	Psychology cross-appointed to IFS	Continuing	NA	Forensic Psychology
Dryer, Marc	Associate Professor, Teaching Stream	Vice-Chair, Forensic Science, Anthropology	Biology cross-appointed to IFS	Continuing	NA	Science Visualization

² Note Profesor Nicole Novroski submitted resignation February 18, 2025, effective July 1, 2025.

Appendix B – Forensic Science Admission Stream Historic Enrolment

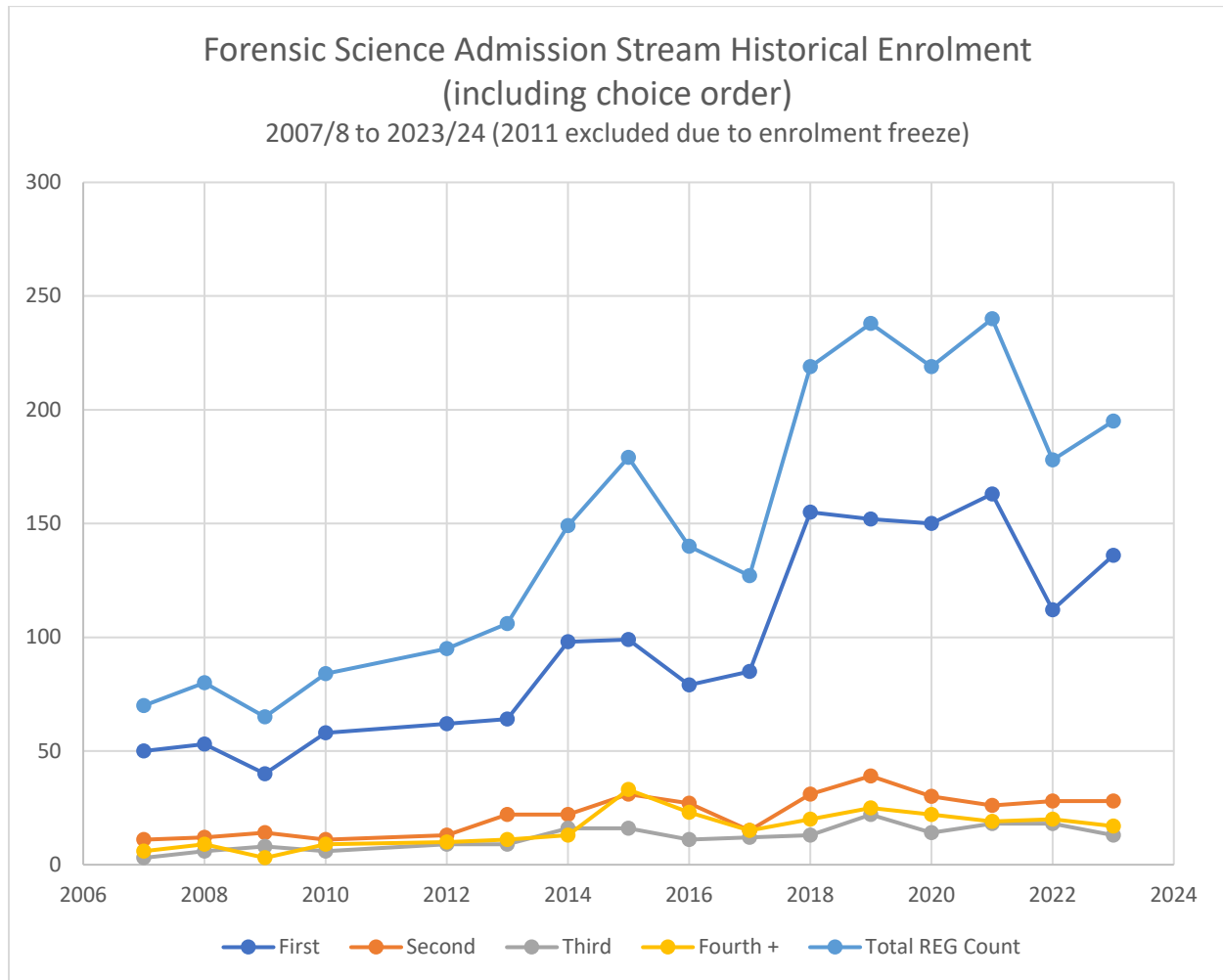


Figure 1 - FSC Admission Stream Historical Enrolment (2007/8 to 2023/24)

Data source: Student Information System (data package received on 25/01/2024)

Appendix C – Total Enrolment by Subject POST

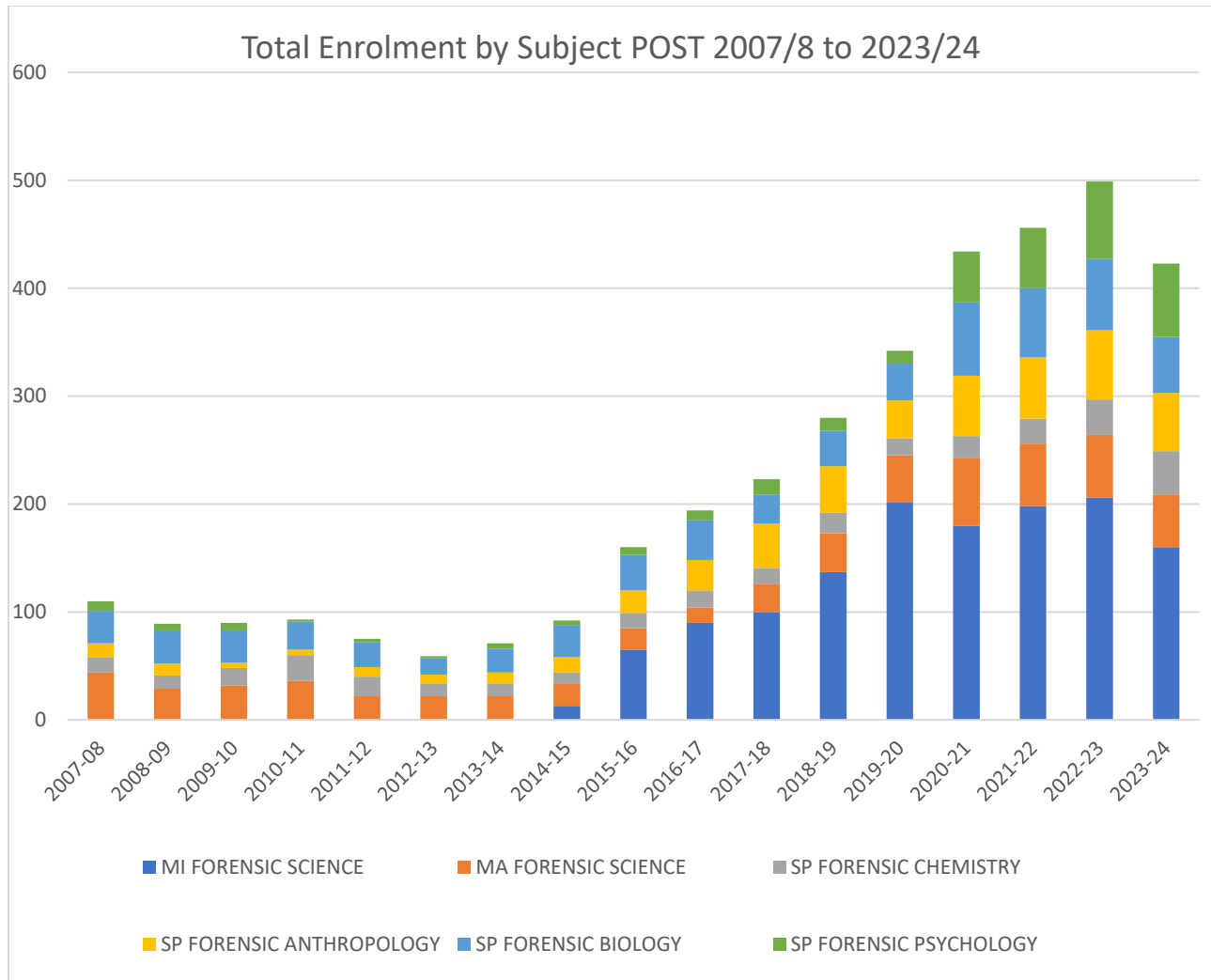


Figure 2 - Enrolment by subject POST - (2007/8 - 2023/24)

Data source: Student Information System (data package received on 25/01/2024)

Appendix D – Faculty Research and Teaching Grants

Prof. Rasmus Larsen	Dates	Granting Agency	Grant Type	Project Title	Amount Awarded
	2023-24	Office of the Vice-Principal, Research (UTM)	Bridging funding for CIHR Project Grant		\$15,000
	2022-24	Connaught Fund	New Researcher Award	Psychopaths: Dangerous Social Predators or Stigmatizing Cultural Lore?	\$12,500
Prof. Vivienne Luk	Dates	Granting Agency	Grant Type	Project Title	Amount Awarded
	2024-27	The Office of the Vice-Provost, Innovations in Undergraduate Education	Learning & Education Advancement Fund (LEAF)	Forensic Pursuit: Virtual Labs for Forensics Investigations (co-PI: Steve Engels)	\$29,493
	2024	The Office of the Vice-Provost, Innovations in Undergraduate Education	Learning & Education Advancement Fund (LEAF)	Virtual Labs for Forensics Investigations (co-PI: Steve Engels)	\$4,400
	2023-24	Office of the Vice-Principal, Research (UTM)	Pedagogical Research Fund (PRF)	B-O-N-D-I-N-G with Chemistry	\$5,360
	2022-23	Office of the Vice-principal Academic and Dean	Graduate Chemistry Teaching Fellowship Program (CTFP)	OPTI-MAL: OPTimizing Methods in Analytical laboratories (co-PI: Alana Ogata)	\$2,500
	2022-23	eCampus Ontario	Project grant (eCampus Ontario Virtual Learning Strategy (VLS) grant)	Development of a Suite of Ready-to-use Virtual Reality-Based Interactive Tutorials for Chemistry (PIs: Kyle Belozarov and Derek Jackson)	\$5,452
	2021-22	eCampus Ontario	Project grant (eCampus Ontario Virtual Learning Strategy (VLS) grant)	The Language of Forensics (Primary)	\$33,673
	2020-21	Office of the Vice-Principal Academic and Dean, Undergraduate	UTM Teaching Development and Innovation Grant (TDI)	The Language of Forensics	\$4,000
	2020	Office of the Vice-principal Academic and Dean, Graduate	Fellowship Grant	Chemistry Teaching Fellowship Program (CTFP) (Co-PI: Paul Puinno)	\$2,000
	2020-22	The Office of the Vice-Provost, Innovations in Undergraduate Education	Learning & Education Advancement Fund (LEAF)	The Virtual Mystery Custom Web-Tool (Co-PIs: Sherry Fukuzawa, Andrew Petersen, Brett Beston, Rosa Hong, Ivan Chow)	\$18,235.60 (\$2,624.40 to FSC specifically)
	2019-21	Office of the Vice-Principal Academic and Dean, Undergraduate	UTM Teaching Development and Innovation Grant (TDI)	Concept mapping in an introductory forensic science course: Fostering a relational understanding of an interdisciplinary field	\$3,375

	2019-20	Office of the Vice-principal Academic and Dean, Graduate	Fellowship Grant	Chemistry Teaching Fellowship Program (CTFP) (Co-PI: Paul Puinno)	\$2,000
Prof. Nicole Novroski	Dates	Granting Agency	Grant Type	Project Title	Amount Awarded
	2024-25	Office of Justice Programs, National Institute of Justice, Department of Justice	Research and Development in Forensic Science for Criminal Justice Purposes Award 15PNIJ-23-GG-04214-RESS	Optimizing New STRs for Enhanced DNA Mixture Deconvolution (Co-PI)	\$693,110
	2024-25	Office of Justice Programs, National Institute of Justice, Department of Justice	Research and Development in Forensic Science for Criminal Justice Purposes Award 15PNIJ-23-GG-04213-DNAX	Democratizing Investigative Genetic Genealogy (Co-investigator)	\$1,024,433
	2023	Data Sciences Institute of the University of Toronto	Data Access Grant	Tandem repeat variation as a causal factor for hair coloration across ancestries	\$10,000
	2023	CIHR	Undergraduate Student Research Award (USRA) for Black Students	Exploring the Population Genetic Structure of Canadian Populations for Forensic Human Identity Applications	\$6,000
	2023	CIHR	Undergraduate Student Research Award (USRA) for Black Students	Characterizing Canadian Population Allele Frequency Data for Forensic Human Identity	\$6,000
	2022-23	American Academy of Forensic Sciences, Forensic Science Foundation	Douglas M. Lucas Research Grant	Evaluation of Transfer, Persistence, and Recovery of DNA on Common Objects Through Touch	\$6,600
	2022	Centre of Forensic Sciences (Ministry of The Solicitor General)	Research Partnership	Study of transfer and persistence of DNA from semen-stained clothing to unstained clothing in a laundry basket prior to laundering	\$10,000
	2021	Government of Canada	Canada Research Continuity Emergency Fund	COVID-19 Relief Reimbursement	\$43,607
	2020-21	University of Toronto Office of the Vice-Principal of Research	Research Scholarly Activity Fund	Genetic Reference Dataset for Criminal and Civilian Forensic Human Identification Efforts in Canada	\$10,000
	2020-22	Connaught Fund	New Researcher Award	Highly Informative Genetic Markers for Enhanced DNA Mixture Deconvolution	\$20,000
Prof. Karen Woodall	Dates	Granting Agency	Grant Type	Project Title	Amount Awarded
	2020	Office of the Vice-Principal Academic	UTM Teaching Development and	Student Choices and Perceptions of On-line vs In-	\$5,000

		and Dean, Undergraduate	Innovation Grant (TDI)	person Teaching in a Dual Delivery Classroom Environment	
	2020	Office of the Vice- Principal Academic and Dean, Undergraduate	UTM Teaching Development and Innovation Grant (TDI)	Resilience Education for Forensic Science Students	\$4,164.25
	2019-20	Dräger	in-kind donation for research and teaching purposes	Drug Oral Fluid Testing Devices for testing cannabis (included DragerDrugTest5000 testing instrument and test cartridges)	\$180,000

Appendix E – Undergraduate Student Publications (recent samples)

Berezowski, V., Rogers, T., & Liscio, E. (2021). Evaluating the morphological and metric sex of human crania using 3-dimensional (3D) technology. *International Journal of Legal Medicine*, 135(3), 1079–1085. <https://doi.org/10.1007/s00414-020-02305-0>

Biggin, M. R. K., Albrecht, I., & Novroski, N. M. M. (2022). Assessing DNA recovery and profile determination from bloody snow. *Science & Justice*, 62(2), 152–155. <https://doi.org/10.1016/j.scijus.2022.01.001>

Cao, W., Liscio, E., Ruffo, H. E., Doucette, C. M., & Zhou, Y. R. (2023). Damage characteristics of fabrics created by TASER probes. *Journal of Forensic Sciences*, 68(2), 647–654. <https://doi.org/10.1111/1556-4029.15206>

Edwards, J., & Rogers, T. (2018). The Accuracy and Applicability of 3D Modeling and Printing Blunt Force Cranial Injuries. *Journal of Forensic Sciences*, 63(3), 683–691. <https://doi.org/10.1111/1556-4029.13627>

Imran, R., & Rogers, T. L. (2020). Resolving Reflection and Resolution in 3D Imaging of Fresh Bone. *Journal of Forensic Sciences*, 65(1), 200–208. <https://doi.org/10.1111/1556-4029.14136>

Krebs, B., Gapinska-Serwin, A., & Knaap, W. (2021). A Novel Technique: Developing Latent Fingerprints using Fluorescent Starch Powder and a Sandblasting Gun. *Journal of Forensic Identification*, 71(4), 291–308.

Liscio, E., Bozek, P., Guryn, H., & Le, Q. (2020). Observations and 3D Analysis of Controlled Cast-Off Stains. *Journal of Forensic Sciences*, 65(4), 1128–1140. <https://doi.org/10.1111/1556-4029.14301>

Liscio, E., & Imran, R. (2020). Angle of impact determination from bullet holes in a metal surface. *Forensic Science International*, 317, 110504. <https://doi.org/10.1016/j.forsciint.2020.110504>

Lo, A., & Liscio, E. (2021). Determining the accuracy and errors of estimating a shooter's position based on cartridge case ejection patterns. *Forensic Science International*, 328, 111045. <https://doi.org/10.1016/j.forsciint.2021.111045>

Mahadeo, N., Knaap, W., & Gapinska-Serwin, A. (2022). Modifying the Enhancement Capabilities of Luminol in Detecting Bloody Footwear Impressions using Highlighter Inks and Chemical Dyes. *Journal of Forensic Identification*, 72(2), 225–239.

Novroski, N. M. M., Tissington, S. A., & McGregor, J. (2023). Incorporating Student-Driven Research into the Undergraduate Forensic Science Curriculum: A Student-Led Study Comparing Dog Breed and Identity Determinations Utilizing Commercial Canine DNA Kits and Short Tandem Repeat Genotyping. *Forensic Genomics*, 3(4), 103–108. <https://doi.org/10.1089/forensic.2023.0011>

Ruffo, H. E., Liscio, E., Cao, W., Zhou, Y. R., & Doucette, C. (2022). Manifestation of TASER drive stun burn marks on fabrics. *Journal of Forensic Sciences*, 67(6), 2425–2437. <https://doi.org/10.1111/1556-4029.15145>

Tran, C. N. H., & Liscio, E. (2023). A preliminary study evaluating the relationship between force and incised trauma on pig rib bones. *Canadian Society of Forensic Science Journal*, 0(0), 1–20. <https://doi.org/10.1080/00085030.2023.2255410>

Vekic, N., Armstrong-Price, D., & Woodall, K. (2023). Flualprazolam and flubromazolam: Blood concentrations and prevalence of two novel psychoactive substances in forensic case work in Ontario, Canada. *Journal of Analytical Toxicology*, 47(8), 762–769. <https://doi.org/10.1093/jat/bkad058>

Zhou, Y. R., Liscio, E., Ruffo, H. E., Doucette, C. M., & Cao, W. (2023). TASER CEW distance determination for models X26P, X2, and TASER 7. *Forensic Science International*, 342, 111520. <https://doi.org/10.1016/j.forsciint.2022.111520>

***Appendix F - MEMORANDUM OF UNDERSTANDING: UTM ANTHROPOLOGY'S SUPPORT OF THE
INSTITUTE OF FORENSIC SCIENCES AS AN EDU:B***



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MEMORANDUM OF UNDERSTANDING: UTM ANTHROPOLOGY'S SUPPORT OF THE INSTITUTE OF FORENSIC SCIENCES AS AN EDU:B

February 19, 2025

With the approval and implementation of the new EDU: B, Institute of Forensic Sciences (IFS), the Department of Anthropology recognizes that there will be changes to the administration of programs and courses. In addition, faculty associated with the FSC program will move a minor portion of their appointments to the new EDU: B, while retaining their majority appointments in the Department of Anthropology.

Six programs currently administered by the Department of Anthropology will be administratively housed in the proposed EDU: B – Institute of Forensic Sciences:

1. Forensic Anthropology - Specialist (ERSPE1338)
2. Forensic Biology - Specialist (ERSPE1410)
3. Forensic Chemistry - Specialist (ERSPE1009)
4. Forensic Psychology - Specialist (ERSPE1505)
5. Forensic Science - Major (ERMAJ0205)
6. Forensic Science - Minor (ERMIN0205)

Similarly, all courses with the FSC prefix (44 courses) will be administratively transferred to, and managed by, the new EDU: B.

The full-time faculty, one permanent part-time faculty, and one LTA faculty associated with the FSC program will maintain their majority appointments in Anthropology, and establish minority appointments with the new EDU: B. The teaching assignments of these faculty will not change, meaning that in some cases, despite maintaining majority appointments in Anthropology, no teaching in Anthropology will be assigned or expected. This is true for Profs. Knaap, Larsen, Luk, Pakosh, and Woodall who will teach only courses with the FSC prefix (in addition to fulfilling any graduate teaching obligations). These faculty were hired to teach in the area of Forensic Science and do not have the appropriate expertise to teach ANT courses. This arrangement will also apply to the two new faculty, once the searches are successfully completed. Prof. Rogers will continue to teach 1.0 FCE Anthropology (ANT) courses, and 1.0 FCE Forensic Science (FSC) courses.

The workload policy applied to Forensic Science faculty will remain unchanged: The Institute will follow the Anthropology workload policy. This policy holds that teaching stream faculty have a teaching workload of 3.0 FCE and tenure stream faculty have a teaching workload of 2.0 FCE. In future, if a new workload policy specific to the Institute is proposed, this will be requested through appropriate UTM decanal processes.

The Department of Anthropology will accept this arrangement as it continues current and necessary practice to enable the Forensic Science program curriculum to be offered. Anthropology recognizes that this is an important concession needed to support the UTQAP advised move to increase administrative independence for the Forensic Science Program.

The new institute will work collaboratively with the Department of Anthropology on matters such as hiring, workload assignments, and review processes. The IFS Director, appointed in accordance with the *Policy on Appointment of Academic Administrators*, will have responsibility for the overall direction of the Institute, including administering the budget and managing faculty life processes in collaboration with the academic unit head where the faculty members hold their main appointment (Chair of Anthropology).



Todd Sanders
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