

# ASCLD 2018-2019 Strategic Plan



ASCLD Board of Directors

August 2018

<http://www.asclد.org/>

## ASCLD'S MISSION

**To promote the effectiveness of crime laboratory leaders throughout the world by:**

- **facilitating communication among members**
- **sharing critical information**
- **providing relevant training**
- **promoting crime laboratory accreditation**
- **encouraging scientific and managerial excellence in the global forensic community**



## Executive Summary

**The American Society of Crime Laboratory Directors (ASCLD) is a nonprofit professional society of crime laboratory directors and forensic science leaders dedicated to providing excellence in forensic science through leadership and innovation.**

*The purpose of the organization is to foster professional interests; assist the development of laboratory management principles and techniques; acquire, preserve and disseminate forensic based information; maintain and improve communications among crime laboratory directors; and to promote, encourage and maintain the highest standards of practice in the field.*

The ASCLD Board of Directors (BOD) develops, reviews, and implements a comprehensive strategic plan annually providing actionable strategies for long-term benefits of the members and the forensic science profession.

The BOD accomplishes this by:

- ❖ Ensuring that the mission statement is current and relevant to the organization.
- ❖ Ensuring that the goals, objectives and action plans are developed to facilitate the accomplishment of the mission.
- ❖ Monitoring the work progress of sub-units that are tasked with development and completion of objectives and action plans.
- ❖ Ensuring that a continuous planning process is implemented, including:
  - ✓ Business planning
  - ✓ Organizational planning
  - ✓ Management surveys
  - ✓ Finances
  - ✓ Administrative office support

A strategic plan addresses the future direction of ASCLD and must be consistent with its mission statement.

# 2018-2019 ASCLD Strategic Plan Overview

GOALS	STRATEGIC OBJECTIVES
<b>Cultivate Forensic Science Leaders</b>	<ol style="list-style-type: none"> <li>1. Provide training for domestic and international forensic science leaders.</li> <li>2. Promote information sharing both domestically and internationally.</li> </ol>
<b>Promote Quality Operations</b>	<ol style="list-style-type: none"> <li>1. Promote universal accreditation and certification.</li> <li>2. Lead standards development.</li> <li>3. Foster critical forensic quality partnerships.</li> <li>4. Promote the use of sound business principles.</li> </ol>
<b>Serve as a Trusted Voice in Forensic Science</b>	<ol style="list-style-type: none"> <li>1. Advocate on behalf of the ASCLD membership to public leaders and community partners.</li> <li>2. Provide reliable information to the public.</li> </ol>
<b>Advance the Science in Forensic Science</b>	<ol style="list-style-type: none"> <li>1. Encourage a scholarly culture of science in forensic laboratories.</li> <li>2. Support the execution of fundamental and applied research projects.</li> <li>3. Aid the translation of research into practice.</li> </ol>
<b>Pursue ASCLD Organizational Excellence</b>	<ol style="list-style-type: none"> <li>1. Foster a culture of organizational ethics.</li> <li>2. Ensure ASCLD leadership transparency.</li> <li>3. Maintain financial responsibility.</li> <li>4. Attract and enrich domestic and international membership.</li> </ol>

# 2018-2019 ASCLD Strategic Plan

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The ASCLD Strategic Plan is developed by the Board of Directors ensuring goals, objectives and actions facilitate the accomplishment of the mission.

The Strategic Plan is organized with long-term goals that are mission specific followed by strategic objectives and short-term action items. Each goal is included as a separate section of the overall plan and includes a list of deliverables to be achieved in the next year.



***“Excellence Through Leadership in Forensic Science  
Management”***

## 1. Cultivate Forensic Science Leaders

### A. Provide training for domestic and international forensic science leaders.

1. Host the annual ASCLD Symposium.
2. Live stream the symposium in Spanish to the international community.
3. Conduct site selection for the 2022 ASCLD Symposium.
4. Continue the “ASCLD Train the Director Webinar Series.”
5. Conduct a DNA online workshop and a DNA webinar in conjunction with the FBI and FTCoe.
6. Develop a way to make the National Forensic Science Academy (NFSA) viable and sustainable without RTI funding.
7. Deliver the Annual ASCLD Leadership Academy in conjunction with the symposium and host one in Puerto Rico. Add several new domestic trainers for the Academy using the train the trainer model.
8. Continue the development of the international ASCLD Leadership Academy to include Mexico and Costa Rica and build the international train the trainer approach to international trainers.
9. Conduct trauma and stress training and further research in the field for forensic practitioners.
10. Evaluate and update the deadlines and the award dates for scholarships so they can be used within the school year of the award.
11. Develop another scholarship to help support an individual from an accredited lab to undertake education in management or leadership (ASCLD Leadership Academy, MBA, etc.).
12. Improve liaison between training and education and international committee for training initiatives.

### B. Promote information sharing both domestically and internationally.

1. Publish the *Crime Lab Minute* (CLM) on a weekly basis with industry relevant information including ASCLD organizational updates, articles of interest, job announcements, and upcoming training events.
2. Implement improvements to the CLM including moving to Constant Contact, implementing a “standards corner” and adding a “news and updates page (for RSS feeds).
3. Publish email messages to all members for organizational announcements and messages of importance.

4. Participate in industry information sharing as a member of the International Forensic Strategic Alliance (IFSA) including participation and attendance at IFSA meetings and international conferences, as appropriate.
5. Distribute international partner updates and newsletters to ASCLD membership.
6. Meet with NFSTC and ICITAP to more proactively address developing initiatives.
7. Identify the appropriate international meetings to attend with Board support. Establish operational budget for international meeting attendance.
8. Develop Board continuity to include deliberate planning for transitions with international relationships.
9. Promote management and leadership contributions to journals.
10. Publish the *ASCLD Executive Education Digest* on an annual basis including the Board members, Board Member Candidates, Bylaws proposals, Board Reports, upcoming symposium information, pertinent guest articles, and other relevant information.
11. Increase positive communication on social media (e.g., Twitter, LinkedIn, Facebook, Instagram).

## 2. Promote Quality Operations

### A. Promote universal accreditation and certification.

1. Advocate for funding streams to assist agencies to seek and obtain accreditation to ISO/IEC 17025 or ISO/IEC 17020 international standards for organizational quality systems.
2. Advocate for funding streams to assist forensic science professionals to seek applicable professional certifications.
3. Cooperate with forensic science organizations, accrediting bodies, and other stakeholders such as IACP, MCC, and ASCIA to promote the value of forensic science accreditation and certification to non-accredited/non-certified forensic science service providers.
4. Implement accreditation task group including:
  - a) Develop a toolkit for a laboratory to become accredited.
  - b) Develop a business plan for funding from NIJ (FTCoE).
  - c) Develop a group of mentors to help labs.
  - d) Mentor 4-6 labs so that they will be progressing towards or have applied for accreditation by May 2019.

**B. Lead standards development.**

1. Administer and Chair the United States Technical Advisory Group (US TAG) to the ISO Technical Committee 272 on Forensic Science for the development of international standards for forensic science.
2. Provide leadership to the Organization of Scientific Area Committees (OSAC) through members representing ASCLD on the FSSB and the QIC.
3. Facilitate communication between standards development projects (OSAC, TC 272, etc.) to ensure harmonization.
4. Encourage member participation in the forensic standards development process.
5. Advocate that forensic science service providers move toward voluntary adoption of current OSAC Registry documents and SWG guidelines and best practices.
6. Develop training on standards development for practitioners and stakeholders.
7. Develop options for being a scheme owner or determining a structure for what standards to adopt in labs.

**C. Promote the use of sound business principles.**

1. Continue to partner with West Virginia University and LIMS vendors on the FORESIGHT 20/20 – A National Benchmark “Freeware.” The goal of the Forensic Science Benchmark Initiative is to implement a software program that provides the interface between the testing and casework information maintained on LIMS systems and the separate financial and personnel systems.
2. Develop the “Forensic Science Managers Toolkit” on the ASCLD website to provide management resources, including links to published laboratory documents and high level administrative model and example policies to members. Specific focus this year to include touch/trace DNA case acceptance, broader case acceptance for all disciplines, and drug testing for employees.
3. Conduct training on business practices and principles using business and/or public administration experts.

**D. Promote an environment of ethical practice**

1. Educate forensic science service providers and parent organizations about the impact of ethical issues.
2. Encourage the adoption of enforceable ethics policies within laboratories and procedures for addressing ethical violations.

### 3. Serve as a Trusted Voice for Forensic Science

#### A. Advocate on behalf of the ASCLD membership to public leaders and community partners.

1. Participate in the Consortium of Forensic Science Organizations (CFSO) by engaging member organizations, leading efforts to meet with members of the federal government and other relevant stakeholders, and providing substantive input to requests from CFSO.
2. Partner with the forensic science committees of law enforcement organizations such as IACP, MCC, ASCIA on matters of mutual interest including grant funding, federal legislation, industry-wide quality standards, and other relevant interests.
3. Engage with other criminal justice entities (e.g., MCSA, FOP, NAAG, ABA, NGA, National College of State Trial Judges) to develop professional relationships.
4. Collaborate with Victim's Advocate groups on issues of laboratory funding, legislative strategy, and other items of mutual interest.
5. Update the ASCLD National Outreach and Priorities Agenda (NOPA) in 2018.
6. Provide timely information, education, and feedback on issues of industry importance to public leaders and community partners.
7. Develop a proposal for the continuation of OSAC.
8. Provide appropriate responses and feedback on the DOJ needs assessment.
9. Host at least one grant administration webinar in conjunction with NIJ.
10. Develop a policy statement on local and state commissions (based on policy statement developed for [Massachusetts](#)).

#### B. Provide reliable information to the public.

1. Utilize the ASCLD Policy/Position Statement development process to actively participate in matters of interest to the ASCLD membership ensuring Board participation and consensus development of policy and position statements.
2. Ensure all position, policy, and testimony statements are made available to the members and public via the ASCLD website.
3. Respond to requests from the media, stakeholders, and members in a timely manner.
4. Proactively share forensic success stories by developing a process through the communications committee to distribute positive stories to the public.
5. Enhance the website by performing an audit of all the links, updating the committee descriptions, and implementing online payment of dues and donations.
6. Provide information on emerging drugs including:
  - a) Facilitate national collection of toxicological data (drivers and post-mortem)



- b) Develop a focused position paper on toxicology instrumentation for prescription drug testing
- c) Report on toxicology lab capabilities across the country
- 7. Provide information on sexual assault kits including:
  - a) Complete a survey of DNA laboratories and release to stakeholder groups.
  - b) Develop a position statement on “test all” or “test most” (kits and items within kits—and prioritization) and resources needed to do this in crime labs.
  - c) Work with victim groups, law enforcement, and other stakeholders on kit tracking software and kit tracking initiatives.
  - d) Develop a position statement on “other evidence” related to sexual assault (other forensic disciplines) and resources needed for other disciplines.

#### **4. Advance the Science of Forensic Science**

##### **A. Encourage a scholarly culture of science in forensic laboratories.**

1. Investigate options for ASCLD to engage in this space to include the ASCLD Forensic Research Committee (FRC), the National Institute of Justice, the National Institute of Standards and Technology, the Department of Defense’s Forensic Science Division, the National Forensic Science Centers of Excellence, and other federal agencies.
2. Identify resources to implement identified projects and efforts listed above.
3. Explore opportunities to provide access to scientific journals and articles to membership.
4. Publish the proceedings of the ASCLD symposium in a journal format.
5. Implement a research award at the annual meeting.

##### **B. Support the execution of fundamental and applied research projects.**

1. Utilize the ASCLD FRC to crowd-source participating forensic laboratories to be involved in active research projects.
2. Annually review the ASCLD research needs document.
3. Set up organizational liaison with NIJ fundamental research TWGs and FLN-TWG.
4. Encourage forensic science service providers to participate in collaborative research projects (Laboratories and Educators Alliance Program (LEAP)).
5. Conduct regular webinars to socialize FRC work items, publicize successes, and notify forensic scientists of opportunities to participate in research.
6. Encourage ASCLD membership to recruit local researchers to participate in FRC activities.

7. Facilitate trauma and stress research and implementation strategies:
  - a) Participate in research as appropriate (e.g., American Academy of Psychiatry and the Law (AAPL) and NIJ projects)
  - b) Provide resources for ASCLD membership (e.g., webinars, CLM, online tools).
  - c) Conduct a gap analysis of research in the field.
  - d) Offer a Stress and Trauma workshop at the annual symposium.

### **C. Aid the translation of research into practice.**

1. Support participation of forensic service providers in basic and applied research opportunities for technology transfer.
2. Support the publication and presentation of research findings and validation studies.
3. Implement Rapid DNA technology including:
  - a) Collect documents that have been developed by agencies currently using Rapid DNA and place them on the ASCLD website.
  - b) Develop content for guidance documents.
  - c) Work with the vendors to identify labs and offices implementing the technology.
  - d) Present a DVI workshop at annual symposium and provide membership with a post workshop report including a symposium presentation.

## **5. Pursue ASCLD Organizational Excellence**

### **A. Attract and enrich global membership.**

1. Increase the ASCLD membership both in the United States and internationally (goal of 100 applications this year).
2. Explore opportunities for membership with medical examiner, toxicology, and digital labs.
3. Change to membership status mid-year (regular member to retired member) and former members wanting to apply for retired membership at a later time.
4. Develop an improved follow-up plan for potential membership candidates after initial contact (e.g., Leadership Academy, webinar series, symposium attendees).
5. Develop additional guidance for publication in the Administrative Manual to provide interpretation for membership classification.
6. Update the academic affiliate application.
7. Provide new member orientation services such as a webinar and introductory meeting at the symposium for new members.
8. Host a meet and greet for inaugural and international symposium attendees

9. Open the President and President-Elect reception to all symposium attendees.

**B. Ensure ASCLD Leadership transparency.**

1. Communicate the activities of the Board to the membership through the mid-year and annual reports.
2. Publish organizational documents on the ASCLD website (e.g., Administrative Manual, Strategic Plan, NOPA) and inform the membership where they can be found.
3. Develop a communications manual for the organization.
4. Investigate potential bylaw change to include requirements for Board membership.

**C. Maintain financial responsibility.**

1. Conduct an annual budget review utilizing monthly budget reports to ensure the budget aligns with the priorities of the organization.
2. Develop a balanced budget or a positive income forecast for the organization.
3. Submit to an external annual financial review and address any opportunities for improvement.
4. Ensure adherence to fiscal policies established for procurement, approvals, and travel as specified in the ASCLD Administrative policies.
5. Conduct annual performance reviews for ASCLD staff and assess remuneration.
6. Review investment strategy annually.
7. Seek new corporate/foundation sponsors (scholarships, accreditation outreach, leadership academy, symposium training, etc.).
8. Provide mechanism for donations from members or other benevolent individuals (website donations).
9. Increase advertising on website/CLM.
10. Continue high level of sponsorship with meaningful engagement.
11. Increase digital multi-media vendors.
12. Increase federal partnership funding opportunities (FTCoE, DOJ).

**D. Foster a culture of organizational ethics.**

1. Evaluate and revise the ASCLD Ethics policy to ensure the adoption of best practices.
2. Review any ethics complaints utilizing the ASCLD Ethics policy objectively and in a timely manner.
3. Conduct a Code of ethics review for self-disclosure for Board members and potentially general members.

**E. Facilitate short and long-term planning activities proactively and routinely**

1. Review and revise the ASCLD Administrative Policies biennially.
2. Review and revise the ASCLD Strategic Plan annually.
3. Review and revise the National Outreach and Priorities Agenda (NOPA) annually.
4. Review and revise as needed the job duties and descriptions of all ASCLD employees.
5. Ensure organizational goals are in alignment with membership sentiment by soliciting feedback (e.g., membership survey, roundtable discussion).

## Delivery Schedule

- Annual ASCLD Symposium Production Schedule
- Site planning visit: July
- Selection of the conference theme: August
- Design of Meeting “logo”: August
- Announce vendor solicitation: October
- Release of “Call for Papers” Abstract: September 10
- Deadline for “Call for Papers” Abstract: November 2
- Selection and confirmation of Workshops: December
- Registration release: January
- Ensure all adjunct meetings are formally approved including a detailed form
- Business Meeting Announcement: 60 days prior to business meeting (Bylaws Requirement)
- Publish Bylaws change proposals, Board candidates, and new members 30 days prior to symposium as appropriate
- Publish ASCLD Executive Education Digest 30 days prior to the symposium
- Release of final schedule: 30 days prior to symposium
- Review meeting planner contract on an annual basis or as determined by a vendor contract
- Post presentations and video to symposium website and ASCLD website: 90 days post
- Prepare the proceedings publication 90 days post

### Future Site Selection (4 years in the future) by Executive Board

- Survey membership for locations during the annual symposium
- Deliver possible sites to site-selection vendor by July 1st
- Review and rank sites for potential site visit locations
- Identify and visit two possible sites
- Complete the site review and recommend symposium site to Board
- Announce location of future symposium by December 1st

### Publish the *Crime Lab Minute* on a weekly basis (Monday mornings)

- Submit general material for following week: EOB previous Friday
- Submit President’s message for week: Saturday at 5:00pm

### ASCLD Leadership Academy (Symposium)

- Call for instructors: October 1st
- Selection of Instructors: November 1st
- Registration for Leadership Academy open in December - January
- Leadership Academy Webinars ~3 months prior to symposium
- Capstone Project at annual symposium

### Board Meetings

- Teleconference for the Executive Board (committee leadership planning): May
- Monthly Board Teleconferences
- In-person Board Meetings: Fall (Strategic Planning), Spring , Symposium

**ASCLD Committees (Minimum Recommendations)**

- Monthly committee meetings
- On-time Monthly Board of Directors reports
- Engage members who have volunteered for committees

**Membership**

- Membership Dues invoices sent to all members on or after January 1st
- Deadline for applications to be considered at next annual meeting: February 1st
- Deadline for current dues payment: April 1st
- Late penalty added to dues amount: After April 1st
- Applicant list published on ASCLD website at least 30 days prior to Annual Meeting (Bylaws Requirement)

**Nominating and Awards**

- Briggs White – solicit nominations from the membership in December
- Recommend recipient to Board for approval
- Recognize the recipient for the Briggs White Award at the Symposium Awards Luncheon
- BOD Candidate – solicit nominations from the membership in December
- Publish the BOD candidate list and accompanying information on the ASCLD website and in the CLM no later than 30 days prior to the Annual Meeting
- ASCLD Scholarships – applications and applicants’ personal statements are due March
- Publish Scholarship winners at symposium
- Collect award winners for ASCLD member of the year, best research project, best ASCLD or FTCoE webinar, best symposium presentation, Project Foresight Maximus awards for presentation at the symposium.