

ASCLD 2019-2020 Strategic Plan



ASCLD Board of Directors

June 2019

<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.

2019-2020 ASCLD Strategic Plan

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

The Strategic Plan is organized with mission-specific, long-term goals followed by strategic objectives and short-term action items. Each goal is described in 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”***

2019-2020 ASCLD Strategic Plan Overview

GOALS	STRATEGIC OBJECTIVES
<p>#1 Cultivate Forensic Science Leaders</p>	<ul style="list-style-type: none"> A. Provide training for domestic and international forensic science leaders. B. Promote information sharing both domestically and internationally. C. Increase awareness of the importance of employee wellness.
<p>#2 Promote Quality Operations</p>	<ul style="list-style-type: none"> A. Promote universal accreditation and certification. B. Lead standards development, evaluation, and implementation. C. Foster critical forensic quality partnerships. D. Promote sound business principles.
<p>#3 Serve as a Trusted Voice in Forensic Science</p>	<ul style="list-style-type: none"> A. Advocate to public leaders and community partners on behalf of the ASCLD membership. B. Provide timely and reliable information to the public.
<p>#4 Advance the Science in Forensic Science</p>	<ul style="list-style-type: none"> A. Encourage a scholarly culture of science in forensic laboratories. B. Support the execution of fundamental and applied research projects. C. Aid the translation of research into practice.
<p>#5 Pursue ASCLD Organizational Excellence</p>	<ul style="list-style-type: none"> A. Foster a culture of organizational ethics. B. Ensure ASCLD leadership transparency. C. Maintain financial responsibility. D. Recruit and enrich membership. E. Participate in short and long-term planning activities.

Goal #1: Cultivate Forensic Science Leaders

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

1. Host the annual ASCLD Symposium.
2. Provide training with tools and information that members may apply in their own organizations.
3. Provide translation of symposium in Spanish to the international community.
4. Select the 2023 ASCLD Symposium site.
5. Provide the “ASCLD Train the Director Webinar Series.”
6. Partner with RTI to implement the National Forensic Science Academy (NFSA).
7. Develop the international ASCLD Leadership Academy and build the train the trainer approach to international trainers.
8. Provide resources regarding trauma and stress with respect to forensic practitioners.
9. Provide a scholarship to support a Regular Member to advance their education in management or leadership (e.g., ASCLD Leadership Academy, MBA).

B. Promote information sharing both domestically and internationally

1. Publish the *Crime Lab Minute* (CLM) weekly with industry relevant information to include ASCLD organizational updates, articles of interest, job announcements, and upcoming training events.
2. Email all members for organizational announcements and messages of importance.
3. Continue participation in the International Forensic Strategic Alliance (IFSA), to include attendance at IFSA meetings and other relevant international conferences.
4. Establish annual operational budget items for international meeting attendance.
5. Collaborate with NFSTC and ICITAP.
6. Promote management and leadership journal publications.
7. Publish the *ASCLD Executive Education Digest* annually.
8. Increase communication through social media (e.g., Twitter, LinkedIn, Facebook, Instagram).

C. Increase awareness of the importance of employee wellness

1. Provide information on the management of stress and vicarious trauma.
2. Provide information on long-term exposure to drugs and chemicals.

Goal #2: Promote Quality Operations

A. Promote universal accreditation and certification.

1. Advocate for funding streams to assist agencies in obtaining 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. Collaborate with other forensic science organizations, accrediting bodies, and stakeholders.
4. Complete the Laboratory Accreditation Toolkit.
5. Continue to mentor the established 5 labs so that they will be progressing towards or have applied for accreditation as per their MOU.

B. Lead standards development, evaluation, and implementation.

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 forensic science standards.
2. Provide leadership on the Organization of Scientific Area Committees (OSAC) through ASCLD member representation on the FSSB and the QIC.
3. Facilitate feedback between members and OSAC on proposed standards.
4. Encourage member participation in the forensic standards development process.
5. Encourage laboratories to evaluate OSAC registry standards and self-adopt, where possible.
6. Encourage laboratories to evaluate and self-adopt appropriate standards, guidelines and best practices from SDOs and SWGs.

C. Promote the use of sound business principles

1. Continue partnership with Project FORESIGHT and explore options for sustainability.
2. Promote and expand the "ASCLD Manager's Toolkit" to provide management resources.
3. Conduct training on business practices and principles using business and/or public administration experts.

D. Promote an environment of ethical practice

1. Increase awareness amongst the membership regarding ethical issues.

2. Encourage the adoption of enforceable ethics policies and procedures within laboratories.

Goal #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).
2. Partner with the forensic science committees of law enforcement organizations such as IACP, MCC, ASCIA on matters of mutual interest (e.g., grant funding, federal legislation).
3. Engage with other criminal justice entities (e.g., FOP, NAAG, ABA, NGA, National College of State Trial Judges) to develop professional relationships.
4. Collaborate with victim advocacy groups on mutual issues (e.g., laboratory funding, legislative strategy).
5. Annually update the ASCLD National Outreach and Priorities Agenda (NOPA).
6. Provide timely information, education, and feedback on issues of industry importance to public leaders and community partners.
7. Develop a policy statement on local and state commissions.

B. Provide reliable information to the public.

1. Develop policy/position statements regarding matters of interest to the ASCLD membership.
2. Ensure policy, position, and testimony statements are made available to the members and public.
3. Respond to requests from the media, stakeholders, and members in a timely manner.
4. Share forensic laboratory success stories.
5. Ensure the website is up-to-date and secure.
6. Provide national statistics, best practices and education on emerging drugs issues.
7. Report aggregated data from the 2019 Sexual Assault Kit Laboratory Survey.

Goal #4: Advance the Science of Forensic Science

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

1. Support the research and outreach activities of the ASCLD Forensic Research Committee (FRC).
2. Collaborate with government and academic partners (e.g., National Institute of Justice, National Institute of Standards and Technology, National Forensic Science Centers of Excellence) to implement projects.
3. Provide access to scientific journals and articles for the membership.
4. Publish the abstracts of the ASCLD symposium in a journal format.
5. Present a Research/Innovation award at the annual meeting.

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

1. Review the ASCLD research needs document.
2. Set up organizational liaison with NIJ fundamental research TWGs and FLN-TWG.
3. Encourage forensic science service providers to participate in collaborative research projects (Laboratories and Educators Alliance Program (LEAP)).

C. Aid the translation of research into practice.

1. Promote participation of forensic service providers in basic and applied research opportunities.
2. Encourage the publication and presentation of research findings and validation studies.
3. Provide members with information on Rapid DNA technology.

Goal #5: Pursue ASCLD Organizational Excellence

A. 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.

B. Ensure ASCLD Leadership transparency.

1. Communicate the activities of the Board to the membership.
2. Publish organizational documents on the ASCLD website (e.g., Bylaws, Strategic Plan, NOPA) and inform the membership where they can be found.
3. Develop a communications manual and social media policy for the organization.
4. Update the organizational brochure.

C. Maintain financial responsibility.

1. Conduct an annual budget review ensuring alignment with organizational priorities.
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. Investigate revenue generating opportunities.

D. Recruit and enrich membership.

1. Increase the ASCLD membership both in the United States and internationally.
2. Promote engagement of members within the organization.
3. Provide new member services such as an introductory meeting at the symposium.
4. Host a meet and greet for inaugural and international symposium attendees.

E. Participate in short and long-term planning activities

1. Review the ASCLD Administrative Policies biennially.
2. Review the ASCLD Strategic Plan annually.
3. Review the National Outreach and Priorities Agenda (NOPA) annually.
4. Review the Committees, Subcommittees and Task Groups.
5. Review the job duties and descriptions of all ASCLD employees.
6. 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: June
- Selection of the conference theme: June
- Design of Meeting “logo”: July
- Announce vendor solicitation: August
- Release of “Call for Papers” Abstract: July
- Deadline for “Call for Papers” Abstract: September
- Selection and confirmation of Workshops: October
- Registration release: November
- Ensure all adjunct meetings follow the application process and are formally approved
- 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 at least 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* weekly (Monday mornings)

- Submit general material for following week: COB previous Friday
- Submit President’s message for week: COB previous Friday

ASCLD Leadership Academy (Symposium)

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

Board Meetings

- Teleconference for the Executive Board (committee leadership planning): June
- Monthly Board Teleconferences
- In-person Board Meetings: September (Strategic Planning), January, 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 the 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 the Annual Meeting (Bylaws Requirement)

Nominating and Awards

- Briggs White Award – solicit nominations from the membership in October
- Recommend recipient of the Briggs White Award to Board for approval
- Recognize the recipient for the Briggs White Award at the Symposium Awards Reception
- Member of the Year – solicit nominations from the membership in October
- BOD Candidate – solicit nominations from the membership in October
- 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
- Select award winners for ASCLD member of the year, best Research/Innovation project, best ASCLD or FTCoE webinar, Project Foresight Maximus awards for presentation at the symposium.