

ASCLD 2021-2022 Strategic Plan



Excellence Through Leadership in Forensic Science Management”

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.

ASCLD Board of Directors
January 2022
<http://www.asclد.org/>

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.

2021-2022 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. Promote the use of sound business principles. D. Promote an environment of ethical practice.
<p>#3 Serve as a Trusted Voice in Forensic Science</p>	<ul style="list-style-type: none"> A. Advocate on behalf of the ASCLD membership to public leaders and community partners. B. Provide reliable information to the ASCLD membership and the public.
<p>#4 Advance the Science in Forensic Science</p>	<ul style="list-style-type: none"> A. Encourage a scholarly scientific culture 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

Color code:

Green is completed

Purple is in progress

Red is no activity

Black is comments to demonstrate success/actions

Orange notes to inform the next one

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

1. Host the annual ASCLD Symposium, considering in-person and virtual options.
2. Provide training with tools and information that members may apply in their own organizations.
 - a) In-progress:
 - (1) Training the Directors
 - (2) Emerging Issues
 - (3) Lighting Talks
 - (4) Leadership Academy
 - (5) Bridge Class
3. Provide translation of symposium in Spanish to the international community. – lined up for Reno
4. Host the 2022 ASCLD Symposium, including virtual venue and April date.
5. Provide the “ASCLD Train the Director Webinar Series.” (Delete this – duplicative of number 2)
6. Partner with RTI to strengthen the National Forensic Science Academy (NFA).
7. Develop the international ASCLD Leadership Academy and build the train the trainer approach to international trainers. - Mexico
8. Facilitate virtual training using a variety of platforms (FTCoE, FRC) (Delete this – duplicative of number 2)

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. (included profiles of different ASCLD Committees to bolster participation)
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 (virtually) and other relevant international conferences. (conferences not held due to pandemic)
4. Establish annual operational budget items for international meeting attendance. (budget established but not expended due to pandemic)
5. Collaborate with NFSTC, ICITAP, FTCoE, and others.
 - a) (provided letters of support to external organizations seeking grants) (NIST/OSAC)
6. Promote management and leadership journal publications.
 - a) (make sure we are promoting all three journals that are “ASCLD preferred” journals)
7. Publish the *ASCLD Executive Education Digest* annually.
8. Continue communication through social media (e.g., Twitter, LinkedIn, Facebook, and Instagram).

C. Increase awareness of the importance of employee wellness

1. Provide information on the management of stress and vicarious trauma and creation of a culture of employee wellness.
 - a) (Lightning Talk Completed, Therapy Dogs at Symposium, Wellness survey from MRC completed.
2. Seek opportunities to strengthen diversity, fairness and equity by promoting leadership practices that acknowledge and support the varied backgrounds and experiences of those who work in crime laboratories.
 - a) Opportunities for international attendance through virtual hosting and expanding information sharing with translation services and participation in IFSA. Additionally, there is full-day workshop focusing on Outward Inclusion and Approach to Equity, Diversity, Inclusion, and Access.
 - b) (need to work on this further – note OSAC Diversity efforts, some labs are having to create DEI strategic plans, may be resources to use – lab directors involved in STEM workshops – training: learning to hire in a more diverse manner – add to call for abstracts for symposium) – Cub Scout Badge – youth based community outreach would qualify as meeting this element. Does the Leadership Academy have any DEI goals? Guidance on promoting internship opportunities to under-served populations.

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.
 - a) (Coverdell through CFSO)
2. Advocate for funding streams to assist forensic science professionals to seek applicable professional certifications.
 - a) (Coverdell through CFSO, and provide a scholarship to sit for a certification exam)
3. Collaborate with other forensic science organizations, accrediting bodies, and stakeholders.
 - a) (invited speakers to Board meetings, speakers at Symposium, ABC representative, NFSA representation, provide ASCLD member names when asked for participation)
4. Continue to promote and manage the ASCLD Accreditation Initiative.
 - a) Labs that received accreditation: Sarasota Drug Chemistry

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, and the FSSB.
 - a) (Ray in leadership position)
3. Facilitate feedback between members and OSAC on proposed standards.
 - a) Mark Stolorow to present via Train the Director
4. Encourage member participation in the forensic standards development process.
 - a) (shared information in CLM re: ASB standards and sometimes ASTM)
5. Encourage laboratories to evaluate and implement OSAC, SDO, and SWG documents, standards, and guidelines, where possible.
 - a) (messages in CLM, Survey about implementation, articles from labs that have adopted registry standards, MRC could put together a resource document on how to evaluate your current policies/procedures. Encourage laboratories to be official OSAC registry implementer.

C. Promote the use of sound business principles

1. Promote and expand the “ASCLD Manager’s Toolkit” to provide management resources.

- a) (MRC work products: Instrument Service Contract Resource Document; publicized in CLM. Also, information paper on Remote Work Considerations and Electronic Case File Considerations)
- 2. Conduct training on business practices and principles using business and/or public administration experts.
 - a) (Leadership Academy, Symposium, Foresight)
- 3. Continue partnership with Project FORESIGHT and explore options for sustainability.
 - a) (Determine/Expand/Clarify what and how we could “explore options for sustainability”).

D. Promote an environment of ethical practice

- 1. Increase awareness amongst the membership regarding ethical issues.
 - a) Creating an Unbiased Culture webinar,
 - b) ASCLD Leadership Academy teaches Ethics I and Ethics II
 - c) Consider creating a Forensic Scientist Code of Ethics
- 2. Encourage the adoption of enforceable ethics policies and procedures within laboratories.
 - a) Encourages accreditation, which has enforceable Code of Ethics, Creating an Unbiased Culture webinar, Reminder about the Model Policy via CLM.

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.
 - a) The National Association of Forensic Laboratory Counsel presented at BOD Meeting
- 4. Collaborate with victim advocacy groups (e.g., Debbie Smith/HEART, Joyful Heart Foundation, SANE programs) on mutual issues (e.g., laboratory funding, legislative strategy).

- a) Advocacy for grant funding discussions with CFSO
- 5. Provide timely information, education, and feedback on issues of industry importance to public leaders and community partners.
 - a) Support to local requests for assistance (Kermit), distributed Rapid DNA documents to Federal Legislatures

B. Provide reliable information to ASCLD members and the public

1. Develop policy/position statements regarding matters of interest to the ASCLD membership.
 - a) No requests received
2. Ensure policy, position, and testimony statements are made available to the members and public.
 - a) Already on the website; provided comments to the NIST DNA Foundational Study for Mixture Interpretation
3. Respond to requests from the media, stakeholders, and members in a timely manner.
 - a) Support to local requests for assistance (Kermit),
4. Share forensic laboratory success stories.
 - a) Reposted information and shared information with membership. Highlighted forensic science week.
5. Ensure the ASCLD website is up-to-date and secure.
6. Provide national statistics, best practices, and education on emerging drugs issues.
 - a) JT's white-box study on Drug Chemistry Methods should be published this year.

Goal #4: Advance the Science of Forensic Science

A. Encourage a scholarly scientific culture 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.

- a) Use of FRC Collaboration Hub to highlight gov't partner sponsored research projects. Support to Univ of Alabama to highlight Forensic Science Review Journal.
 - 3. Provide access to scientific journals and articles for the membership.
 - a) Support to Univ of Alabama to highlight Forensic Science Review Journal. Promotion of the ASCLD-Preferred Journals - FSI Reports, FSI Synergy, and Journal of Forensic Chemistry
 - 4. Publish the abstracts of the ASCLD symposium in a journal format.
 - 5. Present research-related awards at the annual meeting.
- B. Support the execution of fundamental and applied research projects**
- 1. Review the ASCLD research needs document.
 - a) Completed in Nov 2021; posted online in Dec 2021
 - 2. Maintain 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.
 - a) Continued opportunities through the FRC Collaboration Hub and LEAP.
 - 2. Encourage the publication and presentation of research findings and validation studies.
 - a) Continued opportunities through the Evaluation/Validation Repository; award support as well.

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.
 - i. Accomplished at the committee level
 - 2. Review any ethics complaints utilizing the ASCLD Ethics policy objectively and in a timely manner.
 - i. None submitted

B. Ensure ASCLD Leadership transparency

1. Communicate the activities of the Board to the membership.
 - a) Announced via CLM and posted reports
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 position descriptions for a Board of Directors continuity manual.
 - a) Job Books are updated as needed
4. Review and update the organizational brochure.
 - a) Membership brochure was updated

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.
 - a) Additional work will be undertaken to reduce costs for the Austin Symposium
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. Explore development of a foundation to fund ASCLD initiatives, awards, and scholarships.
 - a) Explored and decided – not moving forward
8. Implement on-line dues payment option for ASCLD members.
 - a) Still working on group payments

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. Continue new member services such as an introductory communications.
4. Host a meet and greet for inaugural and international symposium attendees.
 - a) Merged with opening reception for Austin Symposium

E. Participate in short and long-term planning activities

1. Update the ASCLD Administrative Policies at least biennially.
 - a) Updated take place as needed

2. Update the ASCLD Strategic Plan annually.
3. Update the National Outreach and Priorities Agenda (NOPA) annually.
 - a) This will be retired and converted to a historical document
4. Update the Committees, Subcommittees and Task Groups annually.
5. Update the job duties and descriptions of all ASCLD employees annually.
 - a) Responsibilities are discussed during the evaluation process
6. Ensure organizational goals are in alignment with membership sentiment by soliciting feedback (e.g., membership survey, roundtable discussion).
 - a) Will be forth coming

Delivery Schedule

Annual ASCLD Symposium Production Schedule

- Site planning visit: September
- Selection of the conference theme: September
- Design of Meeting “logo”: September
- Announce vendor solicitation: August (pre-sale) and on-going
- Release of “Call for Papers” Abstract: September
- Deadline for “Call for Papers” Abstract: October
- Selection and confirmation of Workshops: October
- Registration release: November 2nd
- 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 January
- Review and rank sites for potential site visit locations before April
- Identify and visit at least two possible sites before April
- Complete the site review and recommend symposium site to Board at Symposium; announce to membership at Symposium
- Post location online of future symposium within 30-60 days

Publish the *Crime Lab Minute* weekly (Monday mornings)

- Submit general material for following week: Saturday at the latest
- Submit President’s message for week: Saturday at the latest

ASCLD Leadership Academy (Symposium)

- Invitation for instructors: December 1st
- Selection of Instructors: October 1st
- Registration for Leadership Academy open in October
- Leadership Academy Webinars ~3 months prior to symposium
- 45-60 days before the start of the course, the Leadership Academy Coordinator will provide a list containing all needed supplies and estimated expenses.
- Capstone Project at annual symposium
- Within 60 days of completion for each Leadership Academy cohort class, a course evaluation summary report will be provided to the Training and Education Committee Chair and the Executive Director for review.

Board Meetings

- Within 30 days of the closure of the Symposium determination of executive officers and committee chairs.
- Monthly Board meetings
- There will be two in-person Board Meetings during the year along with the in-person Board Meeting prior to the Symposium Meeting
- A Strategic Planning Meeting should occur within 60 days of the conclusion of the Symposium
- An evaluation of the completion status of the strategic planned goals should be completed and documented within 60 days prior to the upcoming in-person Board Meeting prior to the 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 prior to submission deadline
- 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 prior to submission deadline
- BOD Candidate – solicit nominations from the membership prior to submission deadline
- 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 30-60 days days prior to the Annual Meeting
- Announce 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.