2009 -2010 ABFO Strategic Plan

2009 -2010 ABFO Committees
Preliminary report to the ABFO Strategic Planning Committee:

Purpose:
In light of the 2009 report published by The National Academy of Sciences (NAS), entitled “Strengthening Forensic Sciences in the United States, A Path Forward,” the statement by last years Strategic Planning Committee (SPC) that “The American Board of Forensic Odontology (ABFO) should maintain flexibility in its management role, to adapt to the ever-changing forensic environment. With the annual rotation of the ABFO officers, the ABFO needs an organizational structure and blue print to continue to be vibrant, focused and forward thinking, to remain the international icon in forensic dentistry,” needs to be heeded all the more.

The Strategic Plan, a pro-active approach to the advancement of the science of forensic dentistry, must be dynamic, fluid, adaptable, and designed to help avoid reactive and defensive posturing by the ABFO. The plan will outline goals and tasks for each Standing and Ad Hoc Committee in order to provide a central focus for the organization.

The goals will be: to support and encourage research and it’s funding; to define methods to support our membership in all arenas where forensic dentistry is a participant; and to advance the science of forensic odontology. This will include the integration of proficiency testing; updated and well constructed bitemark and other workshops; teaching forensic dentistry according to our bylaws; updating guidelines and standards; communicating with each other as well as the organizations we support; and an organizational structure that can map our progress, and update and improve where and when necessary.

The plans developed for each committee will state the current status of that discipline within the ABFO and forensic dentistry, and outline future goals in a working model. Once the initial plan has been developed and adopted, each committee chairperson will develop and implement an action plan and then annually reevaluate and update their portion of the overall plan. In this way, the organization becomes more goals oriented and forward thinking.

The 2009-2010 Strategic Plan will include a review of the goals listed in the 2008 – 2009 plan (iterations of the Strategic Plan prior to 2008 – 2009, can be obtained from ABFO historical sources). The continued effectiveness of the ABFO Strategic Plan will depend on the accomplishments and results of activities completed. Finally, the Strategic Plan offers suggested goals, but is not meant to be a directive. The projects undertaken by each committee are those chosen by the committee chairperson and members, with possible guidance from the ABFO Executive Committee (EC) and/or the ABFO President.
STANDING COMMITTEES:

1. Articles and Bylaws:
   Chairperson: Dr. Brzozowsky
   Current Status: Active

   **Goals and Opportunities:**
   Continue an annual review of the structure, organization and administration of the ABFO, with independent outside consulting assistance when necessary, to remain positive that the structure and function of the ABFO are reflected in the Articles and Bylaws of the organization. The review should reflect additions, modifications and deletions of existing documents so that the organization can evolve. Review and evaluate suggestions for changes as recommended by the ABFO committees to keep the Bylaws relevant, current and effective.

   2008 Progress on Old Goals:
   There were no active issues before the Articles and Bylaws Committee.

   New Goals Issued during 2008 - 2009:
   The committee was awaiting recommendations from the 2008 ABFO standing committee reports that could impact the Articles and Bylaws of the organization (e.g., changes in retired member status, certification and recertification, revocation of diplomate status, etc.).

   Goals for 2009 – 2010:
   Review the current ABFO bylaws for awkward spelling, grammar, inconsistencies etc. I reviewed the manual bylaws and presented 4 pages of recommendations/changes to the BOD at the AAFS meeting in Denver. I believe these changes will be implemented in the next manual revision. Make recommendations to the EC for revisions on a need to need basis.

2. Nominating:
   Chairperson: Dr. Dial
   Current Status: Active

   **Goals and Opportunities:**
   The stability and effectiveness of an organization is only as good as its elected leaders. It is critical that this committee continue to review the ABFO roster and recruit, nominate, and assist in the election of strong effective leaders. Annually, this committee must strive to take the time necessary to continue to provide the ABFO membership with strong well-structured ballots of potential leaders of the organization.

   One of the goals of the Nominations Committee is to define policies for succession of how office holders of the ABFO are to be replaced when they resign while in office.
should include provisions regarding members who have served in the past being “appointed” to replace those who resigned while in office by the Executive Committee or Board of Directors without a vote by the full membership. Similarly, the nominations committee should develop policies on how to handle appointments of members who have NOT served in the past as an office holder.

In either case, special care should be undertaken to determine the ability of each potential appointee to serve the organization; the moral and ethical standing of the potential appointee; and other pertinent information on how the potential appointee would be qualified to represent the ABFO while in office.

Additionally, the Nominating Committee should develop a protocol that would include expectations of those nominated as representatives of the ABFO, qualifications, and possible concerns relating to each candidate. Conflict of Interest waivers should be developed and utilized as well as disclaimers for activities and/or behavior that undermines or embarrasses the ABFO.

2008 Progress on Old Goals:
Continued the necessary protocols regarding the conflict of interest waivers, disclaimers for activities or behaviors that undermine or embarrasses the ABFO while serving as an officer of the ABFO. Working with the by-laws committee, Article IV Section 4a currently provides at times confusing requirements for nominations for BOD. A simpler and less confusing bylaw should be developed.

New Goals Issued in 2008 - 2009:
Complete prior goals

Goals for 2009 – 2010:
Immediately begin to solicit information from the members of the organization so that a slate of candidates for Officer elections, and the election of new members of the Board of Directors for the 2009 administrative cycle will be complete by September 1, 2009.

3. Strategic Planning Committee:
**Chairperson:** Dr. Dailey
**Current Status:** Active

**Goals and Opportunities:**
The Strategic Plan Committee (SPC) needs to function outside of any other part of the ABFO as an independent body and report to, and as directed by, the Executive Committee. The frequency of the reporting by the SPC would be up to the Executive Committee to determine annually.

The goals of the SPC is to develop a forward thinking, dynamic, and evolving plan that will track the present status of the ABFO and provide the pathway to the future. Annual
work product of each ABFO committee utilizing the Strategic Plan will ensure the ABFO moves forward as the science of forensic odontology evolves over time.

Organizationally, the Strategic Plan Committee is charged with reviewing all functioning parts of the ABFO and searching to see if opportunities for change and/or improvement can be identified. Working with Committee Chairpersons and the Executive Committee, this committee will chart the path of the organization through defined segments of time so that the ABFO can continue to be responsive when necessary, forward thinking and dynamic. With exception of the current ABFO president who would be the ex-officio member of the committee, no other seated officers or committee chairpersons would be allowed to serve on this committee to ensure its independence.

Goals of the SPC (2009 – 2010, and before) are ongoing:
The Strategic Planning Committee will communicate with each of the ABFO standing committee chairpersons and developed a strategic plan for each of these committees for each administrative year. This plan strives to enfranchise the committee chairpersons in the process of developing goals and objectives for their committees for the coming year.

It was the Strategic Plan Committee’s decision that the committee chairpersons should continue to be consulted in the process of developing the strategic plan, and that committee chairpersons of active committees should not be members of the Strategic Planning Committee. In this manner the Strategic Plan Committee can continue to “function outside of any other part of the ABFO as an independent body and report to the Executive Committee, as directed by the Executive Committee.”

The goals for each ABFO standing committee have been delineated in this document and represent the combined efforts of the members of the SPC and the ABFO standing committee chairpersons to develop programs and policies for the ABFO that are reasonable and can be accomplished within the administrative period of 2009 - 2010.

This year the SPC proposes the following actions, as previously alluded:

The Bitemark Committee should work with the C&EC to explore the feasibility of creating a Sub-Specialty of “Bitemark Analysis.” This would be certified separately from the current conventional board certification process. There would be no “Grandfather clause,” and only those obtaining this additional certification would be allowed to participate in bitemark analysis cases and see them to their legal conclusion. There would still be a general bitemark knowledge section in the overall ABFO certification exam to ensure all Diplomates have a reasonable degree of familiarity with bitemarks and patterned injuries. NOTE – this may be in lieu of, or in conjunction with, pending changes in the requirements needed to become “board certification exam eligible.”

Propose the creation of a “NAS Report Compliance Committee,” to improve and expand, however possible, the scientific basis and nature of Bitemark Analysis in all areas, but specifically those discussed as deficiencies in the Bitemark Analysis arena.
4. Research:
Chairperson: Dr. Delattre
Current Status: Inactive for the most part

Goals and Opportunities:
For the ABFO, research and its subsequent publications is the lifeline of the organization if it hopes to remain as the torchbearer in forensic odontology. This committee must work with the membership to encourage, support and fund ongoing research in all areas of forensic odontology so the science of forensic odontology continues to evolve in a positive and forward thinking manner. The committee should be one of the most vocal and visible of the ABFO and communicate with the membership during the year to encourage new research and support ongoing research. Equally important is the feedback from the committee to the membership regarding status of ongoing research AND new areas where additional research must be done. Without research and publication, the authority of the ABFO as the international leader in forensic odontology will wane and the science will become obsolete. Without significant changes in the approach of the importance of new science and research, the ABFO is at risk to be replaced or disbanded. This has to become a central focus of the entire membership of the ABFO. The Research Committee needs to carefully look at each individual discipline of the ABFO and work with the Chairperson of that discipline to review how forensic odontology is practiced now and areas where more work needs to be done via research. This information then needs to be disseminated to the membership for action. Develop methods for funding the research projects adopted.

2008 Progress on Old Goals:
The committee continued to review grant applications and requests for information.

Goals issued during 2008 - 2009:
The Research Committee should continue to refine research submission criteria, promote the use of research funds through all possible avenues and continue to not only rate submitted projects but also serve as a resource for those needing guidance in research protocol and submission tactics.

New Goals for 2009 – 2010:
Continue to follow through with Prior year goals. Increasing the volume of relevant research projects is paramount for the continue viability of the ABFO

5. Civil Litigation:
Chairperson: Dr. Tom David
Current Status: Inactive for 2009

Goals and Opportunities:
Develop guidelines and membership decorum for involvement in civil litigation; work to continue to define, with consistent language, alleged malpractice issues and injuries involving trauma to the mouth and jaws affecting dentistry, standardize the work
products output via reports and testimonies/depositions so all ABFO forensic odontologists speak the same language; post information on the website detailing how forensic dentistry can assist in civil legal proceedings, catalog cases involving forensic dentistry for the purpose of collecting information and the reporting involved in the various cases; support for our membership when necessary in such cases. Understand how to word our opinions utilizing our terminology. The workshops on expert witness testimony provide: (1) income for the ABFO; 2) sworn testimony credit for potential ABFO applicants; 3) learning experience for Workshop attendees; 4) ABFO providing group mentoring to those with less testimony experience. But all workshops should be previewed by the Examination/Certification Committee or the Executive Planning Committee before they are presented as an official ABFO sponsored presentation. This includes workshops for Diplomates and other students in the field.

2008 Progress on Old Goals:
No stated goals outstanding.

New Goals Issued During 2008 - 2009:
2008 was a preparatory year for the Civil Litigation Workshop given in Denver in 2009, on the Saturday after the AAFS Meeting. The date for the Workshop would be February 21, 2009.

The committee had conversations with Dr. Richard Dial and Dr. John McDowell regarding securing the use of a Courtroom in Denver as was done in San Antonio in 2007. The use of a local Courtroom provided considerable monetary savings (no room charge and much lower lunch costs).

Completed the Workshop in Denver with 11 of 12 candidates getting credit for the Workshop

Goals for 2009- 2010:
Initiate planning for another Workshop in Chicago in 2011.

6. Bitemark Evidence and Pattern Injury Committee:
Chairperson: Dr. Chrz
Current Status: Active

Goals and Opportunities:
This committee needs to work from a multi-tiered approach: (1) continue to expose proper scientific bitemark investigation and analysis techniques to those qualified to participate in bitemark cases and potential candidates seeking exam eligibility. This information should be published on our website for all diplomats to review; (2) organize and present scientifically constructed workshops for Diplomates of the ABFO designed to improve skills and establish a baseline for bitemark case analyses; (3) work to continue to validate the present status of the field; (4) develop a competency testing requirement for Diplomates to re-certify; (5) focus of bitemark case analysis to emphasize cases with
higher evidentiary value (as compared with poor or no evidentiary value); (6) understand
the difference in case analyses with inclusion vs. exclusion; false positive vs. false
negative and how intentional and/or unintentional bias affects bitemark analyses.
Emphasis the word “consistent” does not equate with the word “identification”. (7) Work
to introduce accountability to all Diplomates for opinions rendered in bitemark analysis.
(8) Re-exam suggested report writing guidelines, with consideration and determination of
whether these can be condensed, or eliminated.
Workshops should be previewed by the Examination/Certification Committee or the
Executive Planning Committee before they are presented as an official ABFO sponsored
presentation. This includes workshops for Diplomates and other students in the field.

2008 Progress on Old Goals:
The committee reviewed and discussed the rationale for having deliberately not
completed the “Report Writing” section of the previous update to the ABFO Standards
and Guidelines related to Bitemarks and Patterned Injuries.

New Goals Issued During 2008 - 2009:
There were no goals sent to the Chairman during 2008 – 2009. However, the published
2008 – 2009 SPC Report listed:
1. Work with the forensic dental team at the UNLV School of Dental Medicine to
restart the biannual Bitemark Course that had been presented at the Northwestern
University School of Dentistry prior to its closing.

2. Apply for research grants for continued study on various types of bites (through
clothing, types of tissue and under a variety of environmental conditions. The
ABFO should explore opportunities to partner with the Justice Department to seek
funding.

Goals for 2009- 2010:
Prepare an outline, or finalized document concerning “Report Writing” to be placed in
the ABFO Manual.

Discuss and make a recommendation on the descriptive term “can not be excluded,” and
other bitemark terminology as needed.

Prepare for a Bitemark and Patterned injury workshop for the 2011 meeting in Chicago.

Work with the C&EC to explore the feasibility of creating a Sub-Specialty of “Bitemark
Analysis.” This would be certified separately from the current conventional board
certification process. There would be no “Grandfather clause, and only those obtaining
this additional certification would be allowed to participate in bitemark analysis cases and
see them to their legal conclusion. NOTE – this may be in lieu of, or in conjunction with,
pending changes in the requirements needed to become “board certification exam
eligible.”
Work with the newly proposed (proposed in this document) “NAS Report Compliance Committee” to improve and expand, however possible, the scientific basis and nature of Bitemark Analysis.

7. Human Abuse and Neglect:
Chairperson: Dr. Spencer
Current Status: Active

Goals and Opportunities:
The role of the Human Abuse and Neglect Committee is to:
- Develop printed and presentation materials to describe, illustrate, and categorize various forms and types of abuse. (Child, Adult, Elder, Physical, Sexual, Neglect, etc)
- Detail signs and symptoms of each type
- Discuss the laws requiring reporting of suspected abuse.
- Describe the information that should be collected to substantiate and support suspicions of abuse or neglect.
- List and distribute contact information for abuse agencies for all 50 states.
- Post all information in appropriate form on the ABFO website
- Develop and promote teaching modules detailing the responsibility of dental professionals in recognition and reporting human abuse.
- Initiate and support efforts to integrate training in abuse recognition in Dental School Curricula
- Make teaching materials available to other organizations that may support abuse intervention
- (forensic nurses, sane nurses, law enforcement, other dental organizations, etc)

2008 Progress on Old Goals:
The human abuse spent 2008 planning a workshop held on the Monday of the 2009 AAFS meeting (February 16, 2009). The committee designed this course to provide participants with educational content in the areas of human abuse and neglect.

New Goals Issued in 2008 - 2009:
Solicitation for more material from the diplomates for the Domestic Violence module in the ABFO Slide Series was encouraged to enhance this material.

The committee would develop an ABFO monograph on Human Abuse and Neglect to include information concerning:
- The various state laws related to reporting abuse and neglect.
- Recognition of the signs and symptoms of abuse and neglect.
- Description of the information and documentation to be gathered when reporting cases of abuse and neglect.
This monograph should be added to the ABFO website as educational information for forensic nurses, sane nurses, law enforcement, other dental organizations, etc. This goal needs to be coordinated with the webmaster. Additionally, the committee needs to develop a budget for this project and submit this to the ABFO Executive Committee for financial support.

In order to initiate and support efforts to integrate training in abuse and neglect recognition in Dental School curricula, the committee will work with the forensic curricular design ad hoc committee and those diplomates who are dental educators to ensure that information regarding this subject is included in recommended curricular material related to forensic dentistry.

The committee will work toward identifying those state dental practice acts which currently require continuing dental education concerning the recognition of abuse and neglect for relicensure. The committee will begin to develop a curriculum to be used by these states and encourage the licensing agencies to use ABFO speakers in these courses.

Goals for 2009 – 2010:
Develop additional ways for Diplomates to get more involved in their communities with abuse prevention efforts, especially child abuse.

8. Mass Disaster Committee (MDC)

Chairperson: Dr. Nawrocki
Current Status: Active

Goals and opportunities:
The Mass Disaster Committee should help organize, update and publish new mass disaster guidelines from lessons learned in WTC 9/11, Hurricane Katrina and Hurricane Rita, and other large scale disasters; and update the list of state and local ID teams in the US, complete with contacts and reference materials to share among the teams. A yearly review of these guidelines and potential addendums should be considered. The committee should work to standardize systems to use in mass disasters so all teams will potentially be cross trained should another national disaster occur. Membership data should be available through an updated website and be shared with all state EMAs, ME/coroners, and state dental associations so they know who to contact, in the event of a mass fatality. Promote the use of the web site so others can integrate our disaster plans into their master disaster plan. Updates to the website should be administered yearly. The Mass Disaster Committee should develop a working relationship with regional team commanders and national DMORT leaders; work to assist DMORT in staffing their teams with qualified forensic dentists; and consult with DMORT to coordinate efforts in mass fatality incidents.

2008 Progress on Old Goals:
Minimal or no activity during 2008.

New Goals Issued during 2008 - 2009:
The committee continued to confirm and update the membership of the Mass Disaster Dental ID Teams listed on the ABFO website; continue to maintain a working relationship with the regional team commanders, members and National DMORT leaders; and continued to work to standardize systems/procedures to be used in Mass Disasters so all teams can receive similar instructions.

Goals for 2009 – 2010:
Continue to review this information and keep it current.

Continue to maintain a working relationship with regional disaster team commanders, national DMORT leaders and members.

Continue to work to standardize systems/procedures to be used in Mass Disasters so all teams can receive similar instruction.

Review the current Mass Disaster Guidelines so that this information can remain up to date in a changing world.

9. Missing and Unidentified Persons Committee:
Chairperson: Dr. Loomis
Current Status: Active

Goals and Opportunities:
There exists nationally a mini crisis in the ability of each state to collect their own information on missing and unidentified persons and, once collected- no matter how fragmented- having the ability to share that information on a national level. While there have been significant improvements in the FBI’s NCIC system, it remains somewhat ineffective. This committee would benefit from having an ABFO representative for all fifty states even though not all states have an ABFO member at this time. That ABFO representative would then contact, support and work with agencies within their state (primarily the state Attorney General’s office) to establish and maintain a statewide database of information on missing and unidentified persons within that state. Regional networks of database sharing could then be established, as has been done with California, Arizona and Washington in the west.

This is a committee where it is possible to effect significant positive change on a national level by improving subsystems that already exist. It would seem logical that the committee encourages the use of a standard tracking database, outside of the NCIC system, specifically, WinID. Existing (albeit unfunded currently= Jennifer’s Law) federal legislation already mandates such reporting. It is important that the ABFO make it known to federal, state and local agencies that the Board is available to assist those agencies in the identification of missing and unidentified persons. Otherwise, it is possible that another governmental agency would be formed and bypass the expertise of the membership of the ABFO.
2008 Progress on Old Goals:
The committee chair was given the opportunity to send a representative of the ABFO/MUPS to a meeting on April 17/2008 of the Forensic Science Committee of the International Association of Chiefs of Police. Dr. Brion Smith was selected and the subject of his presentation was the entry of dental record into NCIC Missing Persons files by Law Enforcement Agencies. The presentation was well received and it is expected that this contact will lead to further communication between IACP and the ABFO and to the utilization of the services of Diplomates of the ABFO in the assigned tasks of Law Enforcement.

New Goals for 2008 - 2009:
Submitted a complete revision of the Clearinghouse list. This revision was being prepared for entry into the next edition of the ABFO Manual.

Dr. Gary Bell and Dr. Warren Tewes continue to present an NCIC program with Mr. Harry Carlyle of the FBI.

Dr. Bob Wood and Dr. Robert Dorion have accepted the assignment and are modifying the CPIC (Canada) MUPS forms to "shake hands" with NCIC 2000 (USA).

Goals 2009 – 2010:

10. Certification and Examination Committee (C&EC):
Chairperson: Dr. Mincer
Current Status: Active

Goals and Opportunities:
Having re-written the credentialing examination so that it meets commonly accepted testing methods and accurately reflects the current state of forensic odontology, yearly review of the examination will keep the examination relevant. This committee should simplify, organize and post on the website the requirements for becoming “board eligible”; communicate clearly what the candidate will be expected to know in order to pass the examination, update and insure study references presented to candidates for preparation are available in print and authoritative at the time of the examination; continue to support our members in their re-certification requirement utilizing the website; collect, organize and communicate when courses are to be presented by Diplomates, including the expected content, utilizing the website as well as other forensic publications.

2008 Progress on Old Goals:
The Certification and Examining Committee (C&EC) accepted a motion to reduce the number of surgical exposures or resections required by applicants for the Board examination. This position was taken in light of changes in Coroner/Medical Examiner
practices related to disarticulations. The motion was accepted by the EC and Board of Directors.

The committee rejected a motion to accept resections made during a mass disaster team exercise (i.e. DMORT deployment) as fulfillment of requirements for a candidate’s application for the Board examination.

The Committee set a date to meet with Dr. Steve Clark in September, 2008 to review, analyze and update the written exam. Dr. Clark has an educational consulting firm called Occupational Research Associates. His website is www.orainc.com. The ABFO retained his professional services to assist the Certification and Examining Committee in developing a certification testing instrument that would meet compliance requirements according to FSAB standards.

New Goals Issued During 2008 - 2009:
The Strategic Plan Committee suggests that the following be implemented as soon as reasonably possible:

Develop a proposal to address the situation of an individual who was requesting reinstatement after lost of his/her certificate of proficiency in forensic odontology offered by the ABFO for whatever reason (revocation or resignation). The proposal was forwarded to the by-laws committee for review and voted on by the members of the ABFO at the February 2009 meeting.

Complete the bank of written questions to a level of 700 items.

Use statistical analysis to determine and correct test items which demonstrate ambiguity.

Construct a computer testing model for the written exam which creates feedback for the examination candidates by informing candidates of all incorrect responses at the end of the test session.

Address the requirements for a Recertification Examination for our Diplomats to be in compliance with FSAB.

Develop a mandatory, self-administered, self-graded “competency” recertification examination. The results of this “self competency” examination would be known to the diplomat to whom the test is administered so that they could determine their proficiencies and deficiencies in the knowledge base of forensic odontology. Thus, the purpose of the examination would be educational. This recertification examination could be offered online at a testing center. Administration of the examination would be similar to the written examination of ABFO candidates. The recertifying diplomate would incur a fee for the examination.

Dr. Steven Clark should be retained as a consultant to assist in the development of a “self competency” recertification examination. The C&EC should report on progress in this
regard at the ABFO Board of Directors meeting in Denver, February, 2009. Specifics should include feasibility and information regarding costs to the ABFO and the diplomates incurred by the implementation of a “self competency” recertification examination.

Goals for 2009 – 2010:
Continue to oversee the application procedure for board eligibility, and maintain that the prerequisite qualifications for admission to diplomate status are fulfilled.

Review and improve the contents of ABFO certification examinations and testing procedures, and ensure that they adhere to FSAB principles.

Continue to oversee the administration of the Written Examination for admission to diplomate status by Dr. Steven C. Clark, ORA, Inc.

Continue to administer the Practical and Oral Examinations for admission to diplomate status, and will schedule the dates of the examinations; and maintain records of performance characteristics and examination outcomes for each candidate.

a. They have presented to the Board of Directors for approval a revision of ABFO Manual Document D proposing a change in format with the intent of simplifying and clarifying passing grade requirements. In this regard the Practical Examination will be revised to contain two Sections: I. General Aspects of Forensic Odontology and II. Forensic Identification.

b. They currently have one candidate who has successfully challenged the written and is scheduled to take the practical and oral examinations in full. There are also 4 candidates who previously failed one part of the practical examination or the oral examination and are scheduled to retake the appropriate section.

Continue to supervise the Recertification of Diplomates in 5-year cycles and specified in the ABFO manual. [The Committee has presented to the Board of Directors for approval a change in requirements for Recertification of Diplomates specifically adding the taking of a written self-evaluation examination by each candidate coinciding with the 5-year cycle].

Continue discussions with the Bitemark Committee concerning the supervision by the C&EC of the mechanism for increasing the qualification requirements for admission to diplomate status from the current two prerequisite bitemarks case with formal reports to six cases. This has been proposed to be accomplished by means of example bitemark cases supplied and supervised by the C&EC.

C&EC should work with the Bitemark Committee to explore the feasibility of creating a Sub-Specialty of “Bitemark Analysis.” This would be certified separately from the current conventional board certification process. There would be no “Grandfather
clause,” and only those obtaining this additional certification would be allowed to participate in bitemark analysis cases and see them to their legal conclusion. There would still be a general bitemark knowledge section in the overall ABFO certification exam to ensure all Diplomates have a reasonable degree of familiarity with bitemarks and patterned injuries. NOTE – this may be in lieu of, or in conjunction with, pending changes in the requirements needed to become “board certification exam eligible.”

11. Ethics:
Chairperson: Dr. Weems
Current Status: Active

Goals and Opportunities:
Review and update on an ongoing basis the Code of Ethics, with consideration given to the existing ABFO Code of Ethics, the ADA Code of Ethics and the AAFS Code of Ethics such that it is clear to all Diplomates of the ABFO what the ethical standards are and how they will be interpreted. Further, print, distribute and require a signature of all ABFO members signifying each member’s understanding of the Code of Ethics and their willingness to abide by the Code, including areas of potential conflict of interest disclosures at the time of recertification.

2008 Progress on Old Goals:
No issues were raised during 2008 regarding members, nor new goals issued during 2008.

New Goals Issued During 2008 – 2009;
None

Goals for 2009 - 2010:
The Ethics Committee should maintain a signed record from current and future ABFO members signifying their understanding of the ABFO Code of Ethics and their willingness to abide by this Code. Additionally, The ABFO should maintain a signed “Conflict of Interest Letter” signifying each member’s understanding and recognition of potential action by the ABFO for failure to comply with the Code of Ethics established by the Board.

Executive Planning Committee:
Chairperson: Dr. Senn
Current status: Eliminated by a vote of the Board of Directors, per the 2008 – 2009 Strategic Plan document.
Special & Ad Hoc Committees

Public Relations:
Chairperson: Dr. Filippi
Current status: Active

In the past the president of the ABFO was available to answer questions from the media. Although he/she may be extremely qualified to do so, the task of talking to the media can be at times trying. The Public Information Response Committee (no longer in existence), with clearance and review from the President, could answer in more detail, any response the ABFO has on a specific comments made in the media. In the current times of such high profile CSI events and the media interest, the ABFO may come under considerable external examination. This committee can focus some direction on formal written response to situations that develop. The purpose of this committee is not to PR the ABFO, but rather be available to respond to inquires regarding current events and situations that unfortunately occur.

Opportunities and Goals: using the website and other sources, the ongoing goal is to promote to the lay community, law enforcement and the forensic and legal agencies, in simplified language what the ABFO is and how it integrates with law enforcement and the legal system. Current updates will be posted on the website (www.abfo.org) including information for each of the divisions of the ABFO. These updates will provide current guidelines, standards and associated information so the forensic world will know what the ABFO can accomplish when called upon. The Public Relations Committee will operate as a vehicle to promote forensic dentistry in both print and virtual media by utilizing the ABFO website as a clearing house for forensic dental information, resources and references. Through the Public Relations Committee, communication lines will remain open with other forensic specialties to keep abreast of their changes and advancements as well as keeping them informed of these similar changes in forensic odontology.

2008 Progress on Old Goals:

A total of 31 Diplomates were listed on the ABFO Speakers Bureau. This is an increase from the 29 listed in 2007.

The committee continued to promote ABFO speakers for Forensic Odontology lectures among the lay community, law enforcement and the forensic and legal agencies.

New Goals Issued in 2008:

To advance the science of Forensic Odontology and promote the ABFO concerning its integration with the lay community, law enforcement agencies, forensic organizations and the legal agencies. The committee will continue to operate as a vehicle to promote...
Forensic Odontology in both print and electronic media by utilizing the ABFO website as the primary information source.

To promote the fact that the ABFO, unlike other forensic organizations, requires a significant amount of hands on expertise before one can become eligible to challenge the rigorous test for Diplomate status. Only after a candidate passes the multi-phased comprehensive examination is he or she considered eligible for membership. Through promotional information provided by this committee, members of the lay community, law enforcement agencies, forensic organizations, and legal agencies will be informed of the requirements for periodic retesting and recertification of ABFO Diplomates. This is in accordance with nationally established standards and insures and confirms the proficiency of each ABFO Diplomate on a regular basis.

Goals for 2009 - 2010:

To advance the science of Forensic Odontology and promote the ABFO concerning its integration with the lay community, law enforcement agencies, forensic organizations and the legal agencies. The committee will continue to operate as a vehicle to promote Forensic Odontology in both print and electronic media by utilizing the ABFO website as the primary information source. The ABFO will also post new course information on the ASFO website.

Continue to re-define the intentions of the ABFO regarding the degree of partnership desired with the American Dental Association (ADA). This will include the presentation of courses and the use of their media for promotion of the forensic odontology and the ABFO. Promoting the use of our speakers’ bureau to ADA sponsored continuing education providers is paramount to our goals.

Promote the fact that the ABFO, unlike other forensic organizations, requires a significant amount of hands on expertise before one can become eligible to challenge the rigorous test for Diplomate status. Only after a candidate passes the multi-phased comprehensive examination is he or she considered eligible for membership. Through promotional information provided by this committee, members of the lay community, law enforcement agencies, forensic organizations, and legal agencies will be informed of the requirements for periodic retesting and recertification of ABFO Diplomates. This is in accordance with nationally established standards and insures and confirms the proficiency of each ABFO Diplomate on a regular basis.

Continue to develop mechanisms for communication with the membership of the ASFO and AAFS for distribution of information related to the mechanisms of board certification. The committee will also liaison the ABFO with the ASFO through, a joint membership agreement, for CE accreditation with AGD/Pace. This joint agreement will seek AGD credit for the two ABFO workshops in 2009.

Dr. Bryon Chrz is the ABFO webmaster. The ABFO website has received a complete update to its format and website content. The new ABFO website can be located at:
The PR Committee will work the webmaster and to assist with maintaining the website content.

Continue communications, with all 57 Dental Schools in the country and the Constituent (50 State) Dental Organizations. These written communications will include updating these organizations about the ABFO and the services it can offer, as the preeminent source of expertise in the field of forensic dentistry. This letter will also make reference to the availability of the Speakers Bureau, and directions to the updated and new ABFO website. www.abfo.org

Review development options and budgetary requirements for an informational CD and/or a brochure for distribution to forensic organizations detailing the ability of ABFO members in assistance to various forensic situations.

Continue to secure the position that the ABFO is the premier organization representing Forensic Odontology.

**Ad Hoc Image Series:**
**Chairperson:** Dr. Golden  
**Current status:** Active

This committee will continually collect additional exemplars submitted by ABFO members for the production of a new and updated Slide Series. Diplomates submitting material used in the slide series may be eligible for a complimentary or reduced rate for the series.

Progress on Old Goals 2008 -2009 (and further back in time):  
The ABFO Image Series III was approved for production. There were numerous contributors to the new series and much of what was received was included. There are two issues to be determined:
1. Whether or not to sell it as a single package or break it up into separate components with different price tags.
2. How much to charge for it as a single DVD, (or each component).

Numerous changes made to upgrade and improve the series based upon feedback from users of the previous distribution:
1. Images that were not self explanatory now have a description attached to the file which is accessible by the purchaser.
2. Legend notes were added to the PowerPoint® presentations for clarification of what the slide depicts so that the presenter has an accurate description of what he/she should be discussing.
3. Several of the old or grainy images were updated as well as case presentations. Errors in animation were also fixed.
4. The “Bitemarks” folder was separated into sub-folders containing:
a. Animal Bites  
b. Non-bites that mimic human bites  
c. Selected case presentations  

5. A Civil Litigation section was added.  
6. A section dedicated to MFI’s was added.  
7. PowerPoint® changes include revised versions of previous presentations plus additions of dental autopsy protocol, Katrina, and MFI tributes with music.  
8. New artwork for the DVD label was created.  

Goals for 2009 – 2010:  
Focus on making this series more comprehensive and user friendly in the future. The image series is an important mechanism for revenue to the ABFO and should continue to provide less-experienced odontologists and the forensic public at large the opportunity for continued education from the leading organization in the field of odontology.

**Ad Hoc Archives:**  
**Chairperson:** Dr. Hampl  
**Current status:** Active  

The ABFO archives are composed of material in the following categories:  
- *Historical documents*, including: minutes and letters that include material from the inception of the organization.  
- *Information regarding each individual Diplomate*, including: application material, recertification information, miscellaneous personal information, some test material and workshop material.  
- *Forensic case material*, including: slides, photographs, trial transcripts, casts, etc.  

Progress on Old Goals (2008 – 2009 and older):  
The ABFO Archives are planned to be moved to the National Museum of Health & Medicine (NMH&M) during the 2009 -2010 timeframe. Dr. Bell, the current custodian, of the ABFO Archives will transfer these materials to Dr.Hampl.  

Goals for 2009 – 2010:  
Dr.Hampl will process and edit the archives. Once completed, he submits them to the NMH&M.  

**Age Estimation:**  
**Chairperson:** Dr. Arendt  
**Current Status:** New
Goals for 2009 – 2010:
Formulate a workshop on Age Estimation that will be held the weekend prior to the AAFS meeting in Feb. 2010 in Seattle. This will involve:

- Developing a one day workshop on age estimation that can be taken for credit toward the ABFO application or audited without credit. (Credit is being asked for from the ABFO BOD and we have not yet received a reply)
- Development of evaluation forms and criteria for receiving credit for the workshop (presenters, participants, etc.).
- Develop and present Age Estimation Report Guidelines.

Working in concert with the ASFO to develop the guidelines and forms necessary to allow the ABFO to give participants taking any ABFO sponsored workshop AGD/PACE credit. The intention is to utilize the ASFO as an AGD/PACE accredited organization to generate credit for the participants. Once developed, these guidelines will be shared with all workshop committees.

**Ad Hoc Dental School Curriculum:**
**Chairperson:** Dr.
**Current status:** Active

No Previous Goals were included with the 2008 – 2009 SPC document:

Obtain feedback to see if Forensic Odontology curricular guidelines have been implemented in the various Dental Schools. This should include Canadian and other schools in the international community (e.g., European, Australia, New Zealand, and Japanese schools).

Work to include the ADEA in discussions?

Develop and publish, where appropriate, curricular guidelines for forensic dentistry.

**Ad Hoc ABFO Diplomates Reference Manual Revision:**
**Chairperson:** Dr. Senn
**Current status:** Active

Goals for 2009 – 2010:
Complete, if not yet completed the 2009 revision of the ABFO Diplomates Reference Manual.
Ad Hoc Local Arrangements:
**Chairperson:** Dr. Kavanaugh  
**Current status:** Active

Goals for 2009 – 2010:  
Use “after action reporting” from previous AAFS and ABFO meetings and sites as examples to guide in the preparations for the ABFO members and their guests during their stay in Seattle during the 2010 meeting.

Ad Hoc ADA Liaison:
**Chairperson:** Dr. Kenny  
**Current status:** Active

Goals for 2009 – 2010:  
Coordinate with the ADA in every possible manner in order to promote understanding of the ABFO as the premier forensic odontology organization in the world, in contrast to other alternative organizations. Strive to co-produce as many forensic odontology continuing education courses as possible at the ADA facility in Chicago. These courses have been sporadic in the past; therefore, we should strive to establish a regularly reoccurring schedule for these courses.

Ad Hoc FSAB Liaison:
**Chairperson:** Dr. Senn  
**Current status:** Active

Goals for 2009 – 2010:  
Dr. Senn should keep the ABFO as an organization, affected committee chairs, and the entire ABFO Board of Directors continually apprised of decisions and activities of the FSAB.
Summary of this 2009 – 2010 Report of the Strategic Planning Committee:

This report is only a compilation of the thoughts of the members of the Strategic Plan Committee and the ABFO standing committee chairpersons. It is offered to the membership only as a starting place. It has been developed and intermittently updated since 2003. It is the membership of the ABFO that will review this report, debate its findings and then vote to adopt the Strategic Plan of the ABFO for a defined time frame. The plan should be reviewed systematically and modified as necessary. It should be understood that the Strategic Plan is never finished and will be ever changing. This will serve to strengthen the ABFO as an organization, and ensure definitive direction into the future.

Respectfully submitted,

The ABFO Strategic Plan Committee 2009

J. Curtis Dailey, Chairperson
Robert Barsley
Robert Dorion
Tom David
David Senn (Executive Committee liaison, and current ABFO President)