PART I: MISSION, ORGANIZATION, TRENDS AND GOALS

A. MISSION

The collaboration between academic faculty interested in forensic science research and education, practicing forensic scientists in law enforcement agencies, scientists in well-equipped government laboratories and public-oriented corporate sponsors results in a synergistic environment that is mutually beneficial toward the advancement of forensic science. Practicing forensic scientists provide many years of experience and expertise with real world scientific challenges. The academic researchers provide a second arena for scientific validation that enhances the scientific defensibility of results in the courtroom and provide the student assistance to address research needs. Government laboratories provide access to additional state-of-the-art facilities and expertise.

This Institute evolved from a long successful criminalistics chemistry program in the FIU Chemistry department with dozens of FIU interns completing internships at the Metro-Dade Police Crime Lab and other forensic science laboratories. The institute currently administers an interdisciplinary FIU undergraduate level Forensic Science Certificate and the first SUS BOR approved M.S. in Forensic Science, an interdisciplinary graduate program with non-traditional course delivery available. Details of these programs are attached.

The mission of the International Forensic Research Institute is:

1. To facilitate partnerships between academia, industry, law enforcement and government labs for the purpose of advancing forensic science research and training in Florida and worldwide.
2. To facilitate communication and collaboration between forensic researchers and centers/institutions around the world via a web site including continuously updated reference databases in the major areas of forensic research.
3. To work with other forensic centers to maximize cooperation and minimize duplication wherever possible.
4. To serve as a resource for law enforcement, legal personnel and the general public, providing the most current forensic technology, research and expertise.
5. To assist the dozens of full-time and affiliated FIU faculty engaged in forensic science and related research in obtaining extramural funding and student assistance.
6. To assist in the certification of personnel by cooperative arrangements between academia, law enforcement and certifying organizations.
7. To provide access to state of the art facilities and equipment for research and training.
8. To provide updating training for practicing forensic scientists and law enforcement personnel.
9. To provide forensic science education for undergraduate and graduate students.

B. ORGANIZATIONAL ISSUES

See Attached (Appendix 1) Organizational Chart of Participating Faculty

The Institute has recently begun administering a M.S. in Forensic Science program and hired a USPS secretarial position. This state funding appropriated for the institute upgrades IFRI to a SUS type II center.
C. EXTERNAL TRENDS

Considerable media attention to the profession has enhanced funding opportunities. Interest among students has also increased. Institute participants plan to vigorously pursue funding for research projects. The number of courses and training workshops will also be increased as demand for these courses warrant it.

D. STRATEGIC DIRECTIONS AND AREAS OF EMPHASIS

IFRI faculty will continue to conduct research, provide needed services and publish in their respective fields of expertise. The multidisciplinary scope of the institute necessitates a broad perspective of strategy and emphasis.

E. LONG RANGE GOALS AND ANNUAL OPERATIONAL GOALS

IFRI LONG RANGE GOALS AND ANNUAL OPERATIONAL GOALS 1998-2000

University Goal I. To Graduate a Well Educated, Technologically Sophisticated, and Ethnically Diverse Student Body, Who Can Think Critically about a Changing World; and to Continue to Enhance Undergraduate Teaching While Broadening Graduate and Professional Programs.

Long Range Goal 1 (within 5 to 10 years):
To graduate increased number (10%/yr) of well educated, technologically sophisticated, and ethnically diverse students at the undergraduate level in the area of Forensic Science by working with existing undergraduate students and further developing existing programs including the FIU Certificate in Forensic Science as well as advertising these available programs.

Measurable Outcome:
Increased numbers of Forensic Science Certificate Program graduates by 10%/yr.
1998-99 Objective 1A: Increase visibility of Forensic Science Certificate Program via mail-outs, updated web page, and postings on list servers, etc. and increase the number of students by 10%.
1998-99 Outcome: Additional certificate program advertisement resulted in significant increases in enrollment from 3 graduates in 97/98, 5 graduate in 98/99 and currently 23 active certificate program students.
Use of Results for Program Improvement: Advertisement of available programs appears to directly increase student enrollment.
New 1999-00 Objective: Aggressive advertisement of this unique program will continue with a goal of a further increase by 10%.

Long Range Goal 2 (within 5 to 10 years):
To graduate an increased number of well educated, technologically sophisticated, and ethnically diverse students at the graduate level in the area of Forensic Science by working with existing students in related graduate programs and developing a M.S. in forensic science which would be the first in Florida and one of a handful in the country based in the hard sciences.

Measurable Outcome:
College, University and BOR approval of a M.S. in Forensic Science and the implementation of this program with a significant number of students.
1998-99 Objective 2A:
Secure the approval of a Forensic Science M.S. program during the year for implementation in the Fall of 1999.
1998-99 Outcome: BOR approved the first M.S. in Forensic Science in the State.
Use of Results for Program Improvement:
New 1999-00 Objective: Making Forensic Science M.S. courses available via the web and aggressive advertisement of this new M.S. program.


Long Range Goal 3 (within 5 to 10 years):
To facilitate communication and collaboration between FIU forensic researchers and centers/institutions around the world via a web site including continuously updated reference databases in the major areas of forensic research. This would serve to promote research and creative activities which contribute to the social, economic, environmental, scientific, and technological foundations of the 21st Century.

Measurable Outcome:
Web site including links and web pages for all Institute affiliated scientists as well as links to the major forensic science
researchers/programs around the world.
1998-99 Objective 3A: Completion of a web site including links and web pages for all Institute affiliated scientists as well as links to the major forensic science researchers/programs around the world.
Use of Results for Program Improvement: Web site has greatly increased visibility of IFRI statewide, nationally and worldwide.
New 1999-00 Objective: Continue to improve/update web site.

Long Range Goal 4 (within 5 to 10 years): To facilitate partnerships between academia, industry, law enforcement and government labs for the purpose of advancing forensic science research and training world-wide.
Measurable Outcome:
Increase the number of Memoranda of Understanding (MoU) between IFRI and partners which can help promote research and training programs through FIU by 20%/yr.
1998-99 Objective 4A: Increase the number of Memoranda of Understanding (MoU) between IFRI and partners which can help promote research and training programs through FIU by 20%.
1998-99 Outcome: 25% increase in IFRI partners.
Use of Results for Program Improvement:
New 1999-00 Objective: Continue to increase number of partners by 20%.


Long Range Goal 5 (within 5 to 10 years): To solve critical social, educational, environmental and health problems through applied forensic science research.
Measurable Outcome:
Reports of accomplishments in peer reviewed publications as well as local, national and international media.
1998-99 Objective 5A: Complete critical educational and research projects in areas including environmental forensics and forensic toxicology and publish these results in top peer-reviewed journals and provide information to the media as requested.
Use of Results for Program Improvement:
New 1999-00 Objective: Continue to complete critical educational and research projects in areas including environmental forensics and forensic toxicology and publish these results in top peer-reviewed journals and provide information to the media as requested.

Long Range Goal 6 (within 5 to 10 years): To solve critical social, educational, environmental and health problems through applied forensic science service.
Measurable Outcome:
Reports of accomplishments in peer reviewed publications as well as local, national and international workshops/certification programs.
New 1998-99 Objective 6A: Develop relevant workshops/certification programs for law enforcement personnel and FIU faculty and students.
1998-99 Outcome: New workshop on trace evidence analysis/interpretation conducted at FIU and the first statewide detector dog certification program was established (please see attached briefing document).
Use of Results for Program Improvement:
New 1999-00 Objective: Continue to develop workshops/certification programs.

University Goal IV. To Be Recognized as a Leading Institution for Teaching and Research in the Areas of International, Environmental, Urban, Health, and Information.

Long Range Goal 7 (within 5 to 10 years): To be recognized as a leading institute for teaching and research in the areas relating to International, Environmental, Urban, Health, and Information by providing access to state of the art facilities and equipment for research and training in areas including environmental forensics and forensic toxicology.
Measurable Outcome:
Increased peer and media acclaim of research and teaching programs including an acclaimed seminar series.
1998-99 Objective 7A:
Take a leading role in the State to providing guidance and access to state of the art facilities and equipment for forensic research and training to interested parties and a monthly seminar series including recognized world-experts in forensic science.


Use of Results for Program Improvement:
New 1999-00 Objective: Continue Frontiers in Forensic Science Seminar Series with four invited speakers.

University Goal V. To Be Recognized as One of the Nation's Top Urban Public Research Universities, While Maintaining the Highest Quality of Undergraduate Programs.

Long Range Goal 8 (within 5 to 10 years) :
IFRI recognized at the top academic forensic research institute in the country while promoting outstanding forensic science undergraduate education through the FIU Forensic Science Certificate program.

Measurable Outcome:
Top academic forensic research institute status for IFRI as measured by graduates, competitive research dollars, publications and presentations.

1998-99 Objective 8A:
Implement Forensic Science M.S. program, work with existing graduate programs to adopt “forensic tracts”, increase grant support for FIU forensic research projects and sponsor travel grants for faculty to present results.

1998-99 Outcome: Forensic Science M.S. program initiated and grant support increased.

Use of Results for Program Improvement:
New 1999-00 Objective: Continue to work with existing graduate programs to adopt “forensic tracts”, increase grant support for FIU forensic research projects and sponsor travel grants for faculty to present results.

University Goal VI. To Achieve Carnegie Foundation Research II Status by the Year 2001, and Research I Status by the Year 2008. To reach this goal in 2008, it is projected that for three years 2002/03 to 2004/05 we must award an average of 95 doctoral degrees, and receive $100 million in contracts and grants, $63 million from the Federal government.

Long Range Goal 9 (within 5 to 10 years):
Increase extramural funding (by 20%/yr) and productivity by assisting the dozens of full-time and affiliated FIU faculty engaged in forensic research in obtaining funding and student assistance.

Measurable Outcome:
20%/yr. increase in extramural funding of full-time and affiliated FIU faculty engaged in forensic research

1998-99 Objective 9A:
20% increase in extramural funding and improved productivity (number of graduate, publications, etc.) by FIU faculty engaged in forensic research.

1998-99 Outcome: Funding increased but a better system for tracking overall productivity needs to be developed and administered.

Use of Results for Program Improvement:
New 1999-00 Objective: 20% increase in extramural funding and improved productivity (number of graduate, publications, etc.) by FIU faculty engaged in forensic research. Develop and administer a survey form for IFRI faculty to track productivity trends.

PART II: SPECIAL TOPICS AND GOALS
On the following pages are specific topics which are of importance for the management of our programs. Feel free to add qualitative statements and comments as needed to convey your intentions.

A. FUNDING - Contracts and Grants: The goal is to increase by 17% per year. Verify/modify the goals for 1998/99 to 2002. Use blank row if not listed. Table should only have your unit's data, remove the others.
2. Private Sector Fund Raising Funding. Restricted Gifts, Cash and In-Kind Services by Calendar Year (January 1 to December 31). Total Dollars. The 1998 goal was set last year, if you change it please note your justification. Please confer with Vice President Gallagher to develop refine your development plans and goals for 1998, 1999, and 2000. If your unit is not listed, then enter in blank row.

3. **The goal is to reduce dependence on State E&G Funding.** From the Budget and Personnel Report that follows calculate the percent of your total budget that is derived from Education and General dollars.

### E&G Percent of Total Budget

<table>
<thead>
<tr>
<th>Actual 96/97</th>
<th>Goal 97/98</th>
<th>Actual 97/98</th>
<th>Goal 98/99</th>
<th>Goal 99/00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Budget $</td>
<td>E&amp;G Income $</td>
<td>E&amp;G %</td>
<td>Total Budget $</td>
<td>E&amp;G Income $</td>
</tr>
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<td>0</td>
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<td>0</td>
<td>252387</td>
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</table>

### B. BUDGET AND PERSONNEL

Anticipated funding for the Institute originates from a variety of sources. (See Appendix 2). Current participating faculty have received grants to support students and other aspects of their research efforts. Currently, the Institute does not employ any OPS or faculty positions. It is anticipated that a part-time secretary (and part-time with chemistry) will be hired to conduct clerical tasks for the Institute in the coming months.
C. PUBLICATIONS AND OTHER PRODUCTIONS (New Center)

1. Number of publications and other media produced, or faculty productions which give credit or acknowledgment to the unit for its support.

<table>
<thead>
<tr>
<th>Number of publications and other media produced, or faculty productions which give credit or acknowledgment to the unit for its support</th>
<th>94/95 Actual</th>
<th>95/96 Actual</th>
<th>96/97 Actual</th>
<th>97/98 Goal</th>
<th>97/98 Actual</th>
<th>98/99 Goal</th>
<th>99/00 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books authored and published</td>
<td>#</td>
<td>#</td>
<td>#</td>
<td>#</td>
<td>#</td>
<td>#</td>
<td>#</td>
</tr>
<tr>
<td>Articles published in refereed journals</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
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</table>

D. FACULTY INTEGRATION/COLLABORATION/SUPPORT:

Indicate the forums provided by the unit for the presentation of faculty research and those which support faculty teaching, research and service interests. Indicate ways in which faculty are involved with the unit, such as advisory committees, forums, presentations, etc.

E. ENROLLMENT PLANNING (If unit does not sponsor courses, write non-applicable and delete remainder of section)

1. Off-Campus and Distance Learning Goals: Specify your long term goals and strategic directions for off-campus or distance learning programs. Please include any expected changes in the content, location or governance of existing programs.

2. Number of formally registered certificate students and certificates awarded.

<table>
<thead>
<tr>
<th>REGISTERED CERTIFICATE STUDENTS AND CERTIFICATES AWARDED</th>
<th>94/95 Actual</th>
<th>95/96 Actual</th>
<th>96/97 Actual</th>
<th>97/98 Goal</th>
<th>97/98 Actual</th>
<th>98/99 Actual</th>
<th>99/00 Goal</th>
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<td>#</td>
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<td>#</td>
<td>#</td>
<td>#</td>
<td>#</td>
<td></td>
</tr>
<tr>
<td>Registered Certificate Students</td>
<td>10</td>
<td>16</td>
<td>23</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificates Awarded</td>
<td>3</td>
<td>5</td>
<td>7</td>
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</table>

3. Continuing Education FTEs
### 4. Continuing Education Units (CEUs) Generated - Noncredit Programs

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<tr>
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<tbody>
<tr>
<td>IFRI</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>4</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>4</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

One CEU = 10 Contact Hours

### 5. Development and delivery of distance learning programs (telecommunications)

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<tr>
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</thead>
<tbody>
<tr>
<td>IFRI</td>
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<td>0</td>
<td>1</td>
<td>18</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>TOTAL</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>18</td>
<td>2</td>
<td>40</td>
</tr>
</tbody>
</table>

### 6. New courses for professionals - credit and non-credit

### 7. Additional opportunities for non-traditional students
F. GRADUATE STUDIES

1. Number of Graduate Students supported with funds from the unit. Funding from all sources are to be included in this count. The goal is to increase the number with .25 FTE assistantships or greater:

<table>
<thead>
<tr>
<th></th>
<th>Fall 96/97 Actual</th>
<th>Fall 96/97 Actual</th>
<th>Fall 97/98 Goal</th>
<th>Fall 97/98 Actual</th>
<th>Fall 97/98 Goal</th>
<th>Fall 98/99 Actual</th>
<th>Fall 98/99 Goal</th>
<th>Fall 99/00 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assist %</td>
<td>2</td>
<td>2</td>
<td>100</td>
<td>5</td>
<td>3</td>
<td>100</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Total = Number of Graduate Students employed
Assist = Number of Graduate Students employed for .25, or 10 hours per week or more

2. Number and percent of above graduate students who are Black:

<table>
<thead>
<tr>
<th></th>
<th>Fall 95/96 Actual</th>
<th>Fall 96/97 Actual</th>
<th>Fall 97/98 Goal</th>
<th>Fall 97/98 Actual</th>
<th>Fall 97/98 Goal</th>
<th>Fall 98/99 Actual</th>
<th>Fall 98/99 Goal</th>
<th>Fall 99/00 Goal</th>
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<tbody>
<tr>
<td>#</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

3. Total amount of graduate student support (OPS):

<table>
<thead>
<tr>
<th></th>
<th>Fall 95/96 Actual</th>
<th>Fall 96/97 Actual</th>
<th>Fall 97/98 Goal</th>
<th>Fall 97/98 Actual</th>
<th>Fall 97/98 Goal</th>
<th>Fall 98/99 Actual</th>
<th>Fall 98/99 Goal</th>
<th>Fall 99/00 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>0</td>
<td>48</td>
<td>48</td>
<td>48</td>
<td>48</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G. INSTITUTIONAL EFFECTIVENESS AND POLICIES

1. Do you anticipate changes in your unit policies and procedures. Indicate in which policy manual they are recorded, e.g. Academic Affairs Policy and Procedures Manual, Undergraduate Policy Manual, Unit Policy Manual, etc. New center

2. Note special planning initiatives undertaken this past year and those planned in the future. (e.g. strategic plan, marketing plan, distance learning, etc.) If completed, specify title and date of planning reports. New center

3. Internal Audits New center.
   When was the last audit? What were the outcomes?
   When is the next audit?

( #4, 5 & 6 below apply to every unit and must be responded to. This is required for SACS Accreditation.)
Your response will be provided to the Susan Himburg, FIU Self-Study Director, for compliance with Criteria for Accreditation, Section III: Institutional Effectiveness)

4. Discuss the ways you assessed the quality of your programs in 1997-98. Please attach a printed copy of your Quality Assurance Plan, that specifies the guidelines, procedures and assessment instruments used to evaluate the effectiveness of your programs. Attach program evaluation reports, especially if they contain recommendations for program improvement that demonstrate your use of the results. New center.

5. Discuss the ways in which these assessments were used to improve the quality of your programs.
(Specifically discuss 2 improvements resulting from program assessments. Be sure to make clear how these are related to program evaluations results) New center.

6. Detail the faculty/staff involvement in the planning/evaluation process. Who participated in or reviewed this planning and accountability report? New center.

H. CAMPUS ISSUES

1. Proposed program changes in campus locations N/A
2. Proposed faculty or staff relocations N/A
3. Space (Present and future sq. ft. each location annually to 2001) no change.

I. STRATEGIC THEMES
How does your unit contribute toward the implementation of the University's strategic themes. Refer to FIU: Reaching for the Top 1996, Second Edition, for explanation of these. If these were clearly identified in the unit's long range goals and objectives stated in the first part of this report, then note goal number below. Otherwise answer questions as requested.

1. International
   a. Summarize the most significant international activities currently being conducted.
   b. State goals for international program initiatives.
   1) To organize an international lecture series. 2) To organize a session at the International Association of Forensic Scientists meeting in Los Angeles in August of 1999.
   c. How are your international programs evaluated? Specifically discuss 2 improvements resulting from program assessments. N/A

2. Urban
   a. Summarize the most significant programs that currently focus on the urban theme.
   b. State goals for urban program initiatives.
   See Long term goals 1,2 and 3.

3. Environmental
   a. Summarize the most significant programs that currently focus on the environmental theme.
   b. State goals for environmental program initiatives. See Long term goals 5 and 6.

4. Health
   a. Summarize the most significant programs that currently focus on the health theme. New center.
5. **Information**
   a. Summarize the most significant programs that currently focus on the information theme. New center.
   b. State goals for information theme initiatives. **See Long term goal 7.**

**J. UNIVERSITY AND PUBLIC SERVICE:** List contributions of expertise and technical skills to address the needs of the University, professional organizations, community or greater society. New center.

**K. PUBLIC RECOGNITION:**
List positive public attention drawn to the University by the activities of the unit through newspapers, television and other forms of public media. New center.

**L. ADDITIONAL CRITICAL ISSUES WHICH NEED TO BE ADDRESSED** (Or comments on future activities which have not been addressed above.)
Appendix 3 - IFRI Briefing Document (14 pages total)