
Uniformed Services Environmental Health Association



Strategic Plan Development Guide

April 7, 2014



Contents

Introduction and General Approach.....	1
The Current Situation.....	4
Assessment Of USEHA’s Current Situation.....	6
Policies and Strategies	6
Stakeholders.....	6
Attitudes, Perceptions, and Behaviors	8
Institutions and Infrastructure.....	8
Resources (to include knowledge).....	8
Problems	9
Where Are We Now?.....	10
Where Are We Headed If We Don’t Change Our Course?	10
Development of a Problem Statement	11
Symptoms and Root Cause.....	11
Problem Statement.....	11
Vision, Goals, Objectives and Tasks (VGOTs).....	13
Core Ideology.....	15
Core Values.....	15
Core Purpose.....	16
Envisioned Future	18
Big Audacious Goals	18
Vivid Description / The Vision Statement.....	18
Establishment of USEHA’s Mission Statement	19
Establishment of USEHA’s Goals and Objectives.....	20
Implementation Plan	21
References.....	277
Appendix A. Additional Ideas Discussed During the Strategic Planning Process	28





List of Tables

Table 1. USEHA Stakeholders	7
Table 2. Attitudes, Perceptions, and Behaviors	8
Table 3. Institutions, Organizational Relationships, and Resources.....	8
Table 4. Resources	9
Table 5. USEHA Problem Areas	9
Table 6. Where Is USEHA Now?.....	10
Table 7. Where Is USEHA Headed If We Don't Change Our Course?	10
Table 8. Symptoms and Root Causes Considered in the Development of a Problem Statement .	11
Table 9. Potential Core Values Submitted by Strategy Committee Members.....	15
Table 10. Uniformed Services Environmental Health and Related Occupations.....	17
Table 11. USEHA Finance and Budget Implementing Committee.....	22
Table 12. USEHA Membership Implementing Committee.....	23
Table 13. USEHA Education & Training Implementing Committee.....	24
Table 14. USEHA Communications Implementing Committee	25
Table 15. USEHA Marketing Implementing Committee	26



List of Figures

Figure 1. Relationship between the USEHA Strategy Committee, Executive Council, and Members	1
Figure 2. Environmental Health Policy Study Model to develop organizational and program strategies.	3
Figure 3. Exploring the Current Situation identifies historical and existing issues and relationships in order to produce a problem statement.	4
Figure 4. Identifying your organizational values, potential, and opportunities leads to the development of a lofty vision. Goals and objectives are elucidated as means to achieve the vision.....	13
Figure 5. Hierarchal Relationship Between Vision, Goals, Objectives, and Tasks.....	14
Figure 6. USEHA Strategic Goals and Major Objectives.....	20



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A Methodology for Developing a Strategic Plan for the Uniformed Services Environmental Health Association

Introduction and General Approach

The Strategy Committee will prepare a Strategic Plan for the Uniformed Services Environmental Health Association (USEHA).

The Strategy Committee will present a draft Strategic Plan to the USEHA Executive Council for review, comment, and guidance, and will revise the draft plan accordingly. This interaction is expected to be reiterative to facilitate a dynamic review process. Upon completion of a final draft, and upon direction of the USEHA Executive Council, this document may be presented to the general membership for additional and broader review. The anticipated relationships between the Strategy Committee, USEHA Executive Council, and USEHA Members are depicted in Figure 1.

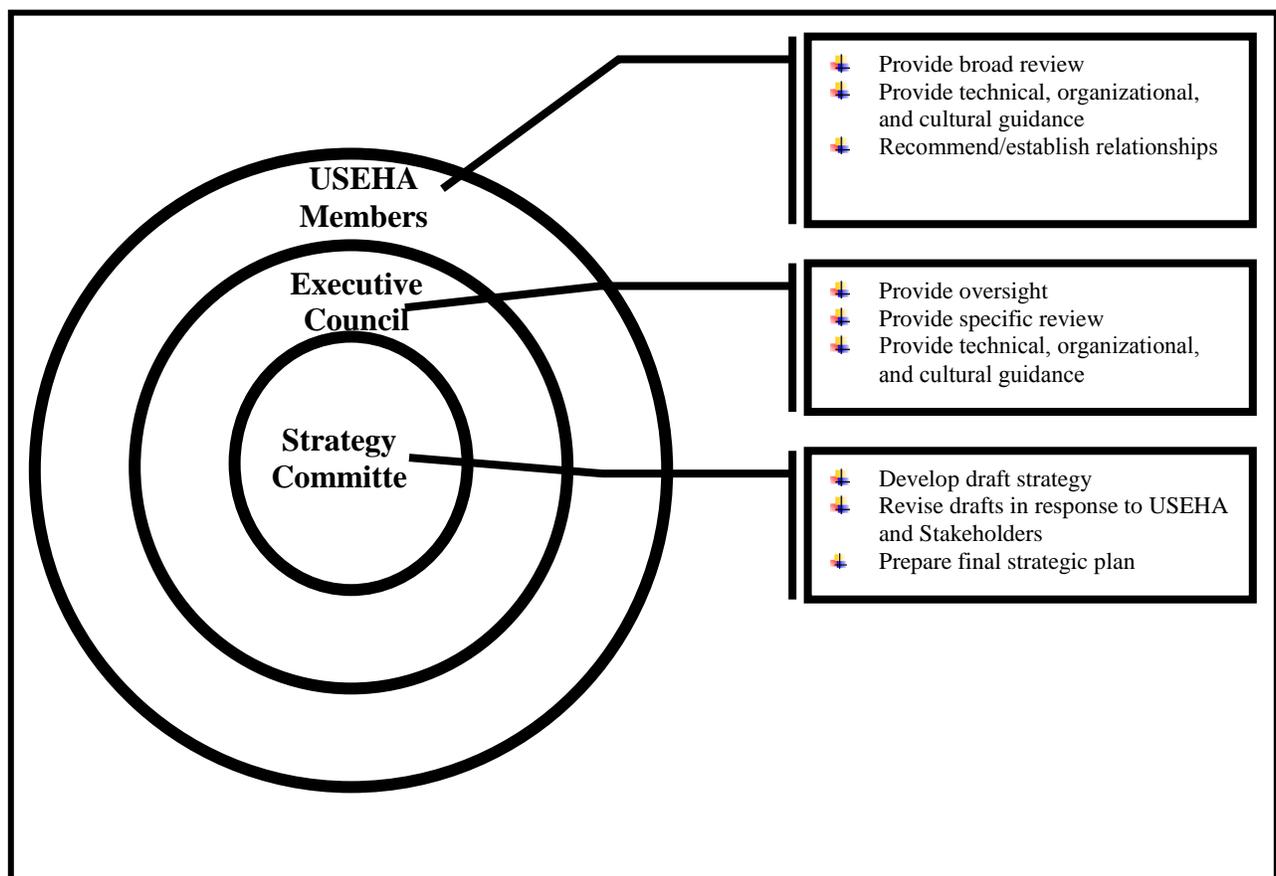


Figure 1. Relationship between the USEHA Strategy Committee, Executive Council, and Members

The strategy will be developed following a stepwise process designed to assess a situation and

develop a problem statement, establish a vision with goals and objectives, identify issues and dilemmas that are potential obstacles, develop options to obtain the vision, and develop ideas for implementing recommended options, as shown in Figure 2.

This process is born from the dynamics of policy development and review. Policy studies should be conducted to help achieve better policy. Likewise, the development of a USEHA strategic plan should help us achieve a better organization. A policy study, as well as our strategy, is an assessment of the current situation, plus a vision for the more ideal, and an implementation plan for options to achieve the vision. When Miller and Roberts (1997, 2001) formulated the process shown in Figure 2, they considered a concept articulated by composer/teacher Robert Fritz who wrote about strategies for developing personal mastery. He designed a three-stage process for adopting a “creative” orientation to life; articulating a personal vision; seeing current reality clearly; and choosing and making a commitment to create the results you want (Senge et al., 1994).

These key concepts apply directly to policy and strategic plan formulation. When people begin working on a project together, they often come to the table with different interests. There is a need for each to articulate his/her own interests and understand interests of others. Each must reflect upon their experiences, values, and beliefs. We start by trying to see current reality clearly. To help articulate a vision one can reflect upon personal and organizational values, potential, and opportunities. By setting goals and objectives one can communicate the vision more specifically to others. Choosing and making a commitment to creating the results one wants requires an awareness of obstacles, identifying available options, and developing an implementation plan. Finally, one should be aware that the new choice will create a new situation with new problems; thus, strategic plans should be dynamic and reassessed periodically.

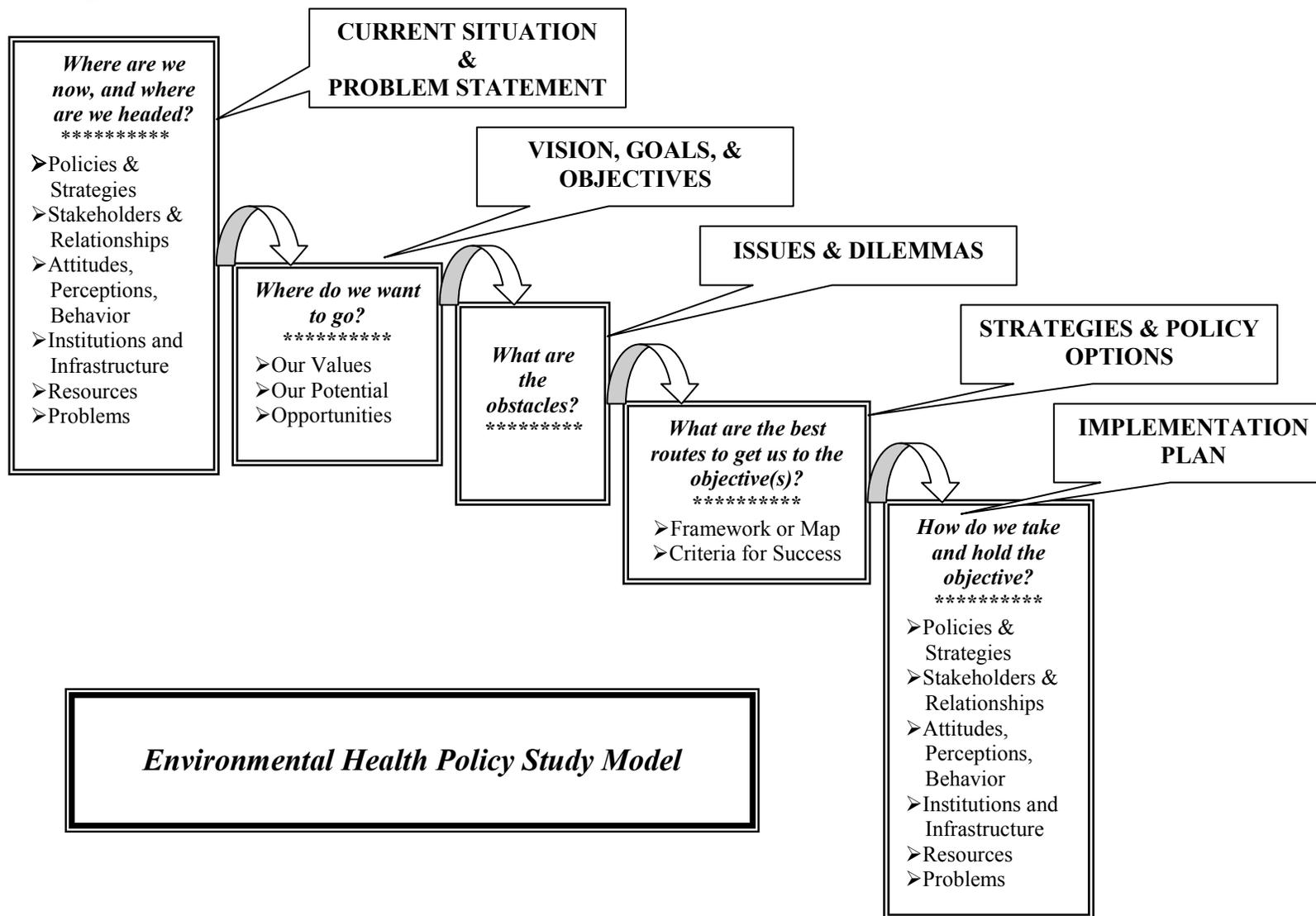


Figure 2. Environmental Health Policy Study Model to develop organizational and program strategies.

From: Miller and Roberts (1997, 2001).

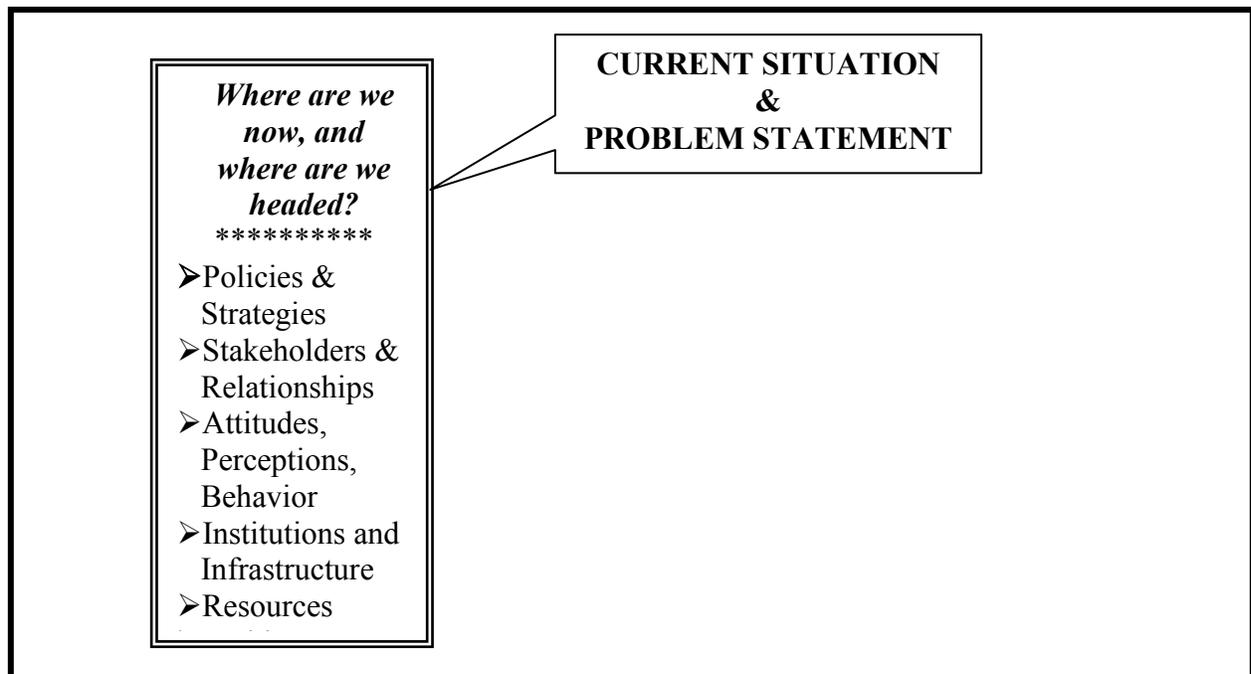


Figure 3. Exploring the Current Situation identifies historical and existing issues and relationships in order to produce a problem statement.

The Current Situation

During this phase of developing the strategy you are to make observations and describe the current situation. You should identify: stakeholders and relationships; attitudes, perceptions, and behavior; institutions and infrastructure; resources; processes; policies & strategies (Figure 3). Try to answer two questions:

- Where are we now as an organization?
- Where are we headed if we don't change our course?

After identifying and discussing aspects of the Current Situation, this phase of the strategy process will culminate with the development of a concise statement, i.e., the Problem Definition Statement. This statement should reveal the root causes and symptoms of problems, and lost opportunities.

At this point, **do not** try to solve problems, resolve issues, point the finger of blame, or justify positions and perceptions.

Seeing current reality clearly is the first stage in this process. We will attempt to describe the current situation **without being judgmental**. Each person's openness to what is actually seen or done is critical in all of this. Too often we look at but don't see, or choose not to see, what is there. Without a thorough and honest appraisal of what is right and what needs to be

changed, one can easily imagine removing positive factors and perpetuating disabling forces. A consensus should be formally reached on the root problem(s); otherwise, people will not be convinced that change is needed. To ensure this buy-in, input from as many stakeholders as possible (our members and others) should be solicited throughout the process. Historically logistics has been an issue with contacting all stakeholders. Now, however, that USEHA has a website all members and interested parties can be involved.

Assessment of the USEHA Current Situation

Policies and Strategies

The USEHA currently has few formal policies and no specific strategies to pursue specific interests. The current state of its policies and strategies are summarized below.

- USEHA has an established Constitution (USEHA, 2005) that addresses the association's name, purpose, membership, finances, officers, service representatives, elections, executive council, annual educational conference, committees, amendments, and procedures not covered.
- USEHA has established By-Laws (USEHA, 2005) that address membership, service representatives, elections, finances, report, historian, amendments, and procedures not covered in the Constitution.
- There are no USEHA position papers or white papers. The ten essential public health services as defined by the Core Public Health Functions Steering Committee provide the framework for establishing broad environmental health policy among the various Service agencies.
- There is an informal position to provide scholarships to junior and enlisted uniformed service members to attend the NEHA AEC, but little in the way of funding.
- A USEHA website (www.useha.org) has been developed as a strategy to enhance communication and to market the association.
- Past USEHA efforts have been directed toward building the environmental health profession within the uniformed services medical community so that it competes on the same professional level as other health professions.

Stakeholders

The Committee recognized the importance of identifying and engaging stakeholders for several reasons to include developing partnerships, collaborating, sharing resources, and exploring other mutual ventures that will allow USEHA to achieve its vision. A "USEHA stakeholder" is defined as an individual, group, or organization that has an interest in the association, input into its operations and business, or will affect or be affected by the association. The Committee identified several potential stakeholders (see Table 1), which includes organizations from the federal government, academic institutions, industry, and private foundations. Identifying and collaborating with stakeholders should be a dynamic process. The list in Table 1, therefore, does not include all possible stakeholders; others may be identified as USEHA develops its programs and policies.

Table 1. USEHA Stakeholders

<ul style="list-style-type: none"> • Uniformed Services <ul style="list-style-type: none"> ○ National Oceanic & Atmospheric Administration Commissioned Corps ○ US Air Force ○ US Army ○ US Coast Guard ○ US Merchant Marines ○ US Marines ○ US Navy ○ US Public Health Service • Reserve components uniformed services • Uniformed services sensitive industries • Federal Agencies <ul style="list-style-type: none"> ○ Veterans Affairs ○ CDC ○ FDA • Uniformed Services Retirees • Environmental Health Academic Programs • Corporations • Private Foundations • Military Service Schools • The Surgeons General • NEHA affiliates • States/Counties with retired officers in the employ • National Association of County and City Health Officials (NACCHO) • United Services Automobile Association (USAA) • Military Officers Association of America (MOAA; formerly The Retired Officer's Association [TROA]) • The Military Coalition (and selected member organizations) <ul style="list-style-type: none"> ○ Air Force Association (AFA) ○ American Logistics Association (ALA) ○ AMVETS (American Veterans) ○ Army Aviation Association of America (AAAA) ○ Association of Military Surgeons of the United States (AMSUS) ○ Association of the United States Army (AUSA) ○ Chief Warrant Officer and Warrant Officer Association, (CWO&WOA) of the United States Coast Guard ○ Commissioned Officers Association (COA) of the United States Public Health Service, Inc. ○ Enlisted Association of the National Guard of the United States (EANGUS) ○ Fleet Reserve Association (FRA) 	<ul style="list-style-type: none"> ○ Jewish War Veterans of the United States of America (JWV) ○ Marine Corps League (MCL) ○ Marine Corps Reserve Association (MCRA) ○ United States Military Academy ○ United States Naval Academy ○ Military Chaplains Association of the United States of America (MCA) ○ Military Officers Association of America (MOAA) ○ Military Order of the Purple Heart ○ National Association for Uniformed Services (NAUS) ○ National Guard Association of the United States (NGAUS) ○ National Military Family Association (NMFA) ○ National Order of Battlefield Commissions (NOBC) ○ Naval Enlisted Reserve Association (NERA) ○ Naval Reserve Association (NRA) ○ Navy League of the United States (NLUS) ○ Non Commissioned Officers Association (NCOA) ○ Reserve Enlisted Association (REA) ○ Reserve Officers Association (ROA) ○ The Retired Enlisted Association (TREA) ○ Society of Medical Consultants to the Armed Forces (SMCAF) ○ United States Army Warrant Officers Association (USAWOA) ○ USCG Chief Petty Officers Association (CPOA) ○ Veterans of Foreign Wars (VFW) ○ Veterans' Widows International Network (VWIN) ○ First Command (provides financial management services to members of the uniformed services) ○ ROTC ○ College and University Programs ○ Commands ○ Junior ROTC ○ Military Service Academies ○ United States Air Force Academy ○ United States Coast Guard Academy ○ United States Merchant Marine Academy ○ United States Military Academy ○ United States Naval Academy ○ National Aeronautics and Space Administration
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Attitudes, Perceptions, and Behaviors

The Committee explored various “attitudes, perceptions, and behaviors” that are relevant to USEHA’s purpose and existence. They are listed in Table 2.

Table 2. Attitudes, Perceptions, and Behaviors

<ul style="list-style-type: none">• Environmental health (public health) is secondary to curative medicine and the lack of focus on prevention.• There is a perception that the USEHA is for officers only.• Credentialing offers no tangible career benefit within the uniformed services. Although all Services encourage personnel to obtain professional credentials, none provide monetary incentives for maintaining the credential and very few make it a precept for promotion.• Because uniformed service members and potential members are geographically dispersed it is difficult to organize and develop USEHA’s potential.• Uniformed service retirees may not realize that they can be USEHA members.• Opportunities exist for Environmental Health programs to partner with other related programs such as Health Promotion, Health Education, and Disease Prevention to raise the visibility of environmental health issues.
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Institutions and Infrastructure (Organizational Relationships)

The Committee identified key institutions and organizational relationships that are intimately associated with the USEHA. Currently they are limited to some of the uniformed services and NEHA, as shown in Table 3.

Table 3. Institutions, Organizational Relationships, and Resources

Institutions <ul style="list-style-type: none">• US Army• US Air Force• US Coast Guard• US Navy• US Public Health Service
Organizational Relationships <ul style="list-style-type: none">• USEHA is an affiliate of NEHA<ul style="list-style-type: none">○ USEHA is in NEHA’s Region X○ Other Region X affiliates include Far East Affiliate, Foreign Members, Industry, Affiliate, Jamaica, National Conference of Local Environmental Health Administrators, and Uniformed Services.

Resources (to include knowledge)

USEHA is weak financially. The association has strength in its base of technical knowledge because of potential access to environmental health technical information and tools from the various uniformed services. As an affiliate of NEHA, USEHA receives support in organizing its annual educational conference. The current state of resources is shown in Table 4.

Table 4. Resources

- Current treasury is small
- The various uniformed services have environmental health tools (e.g., manual, guidance documents, processes and procedures, etc.) that can be shared between the various services and the general environmental health community.
- USEHA's annual conference - which includes the luncheon/business meeting, educational conference, and reception – serves as an opportunity for communication, networking, and marketing.
- USEHA's annual conference is held in conjunction with the NEHA AEC, which demonstrates cooperation between the two associations and collaborative support from NEHA.

Problems

The Committee identified and discussed many areas that currently impede the growth of USEHA and its ability to reach out to current and potential members. One explanation offered was that early efforts of the association were focused primarily on getting the organization established. Other problem areas are identified in Table 5. Some of these represent opportunities for future success of the organization as they may help shape USEHA's vision and goals towards a more organized purposeful organization.

Table 5. USEHA Problem Areas

- There is no prior USEHA strategic plan
- Networking between uniformed services is minimal at best. There has been no listing of contacts for the services. A membership directory with brief listing of areas of expertise may prove beneficial.
- Communication with USEHA members is minimal
 - In the past there was a USEHA newsletter that was distributed periodically to members. It was expensive to mail to members and, given the small association budget, it became cost prohibitive to mail. Current internet (e-mail and website) technology can now eliminate the distribution cost.
 - In the past USEHA meeting minutes were distributed to members. They are no longer distributed. Current internet (e-mail and website) technology can now enhance distribution and availability.
- Communication with USEHA potential members is minimal.
- The USEHA does not provide any products for its members.
 - What can be offered to members as value for their membership dues and participation in the organization, e.g., job tools and other things that would help the uniformed services environmental health professional?
 - What can be offered to retirees, e.g., job listings, notifications of employment opportunities, etc.
- The USEHA treasury is low
 - Dues are only \$10.00 per annum
 - The current level of the treasury is only where it is because there has not been much past association activity.
 - Over the past two years as the association has been reorganizing and with increased annual events at the NEHA AEC, expenditures have been greater than revenues.
- USEHA has not reached out to several uniformed services organizations that may have potential members, e.g., reserve component members, NOAA, etc.
- The USEHA has not actively engaged enlisted environmental health technicians.
- The USEHA affiliate is not listed on the NEHA application form.
- USEHA activities are primarily associated with the NEHA AEC, which is difficult for many members to attend due to cost and required travel.
- Visibility of USEHA is minimal on a national level.

- There is no member directory to allow communication among members.
- All association activity is conducted as a collateral duty of members that are usually employed.

As the Committee considered aspects of the current situation presented above, two relevant questions, *Where are we now?* And, *Where are we headed if we don't change our course?* were addressed to focus the expressed realities and concerns and to help transition to the subsequent phases of the Environmental Health Policy Study Process.

Where Are We Now?

At this point in the Environmental Health Policy Study Process, the Committee determined that the points listed in Table 6 summarize the current state of USEHA and should be addressed to maintain the association as a viable organization.

Table 6. Where Is USEHA Now?

- Since 1969, USEHA has been, and continues to be, a NEHA affiliate that primarily focused on providing educational and networking opportunities to its membership.
- USEHA does not have a plan to address the association's purpose as stated in its constitution and by-laws.
- USEHA does not provide professional and technical value for its members.
- Communication with USEHA members and potential members is minimal. In the past there was a periodic USEHA newsletter and members were provided copies of the minutes of annual meetings. Also, in the past USEHA have had technical educational sessions at the NEHA annual conference.
- USEHA is limited by the funding it receives, which is solely from member dues.
- In 2005 USEHA started to reinvigorate the association leading to an update of its constitution and by-laws. It also reestablished the annual business meeting (in conjunction with a luncheon), the annual educational session, and added a USEHA reception, all in conjunction with the NEHA annual conference.
- A USEHA website (www.useha.org) has been developed, which is expected to enhance communication and to market the association.

Where Are We Headed If We Don't Change Our Course?

A USEHA strategic plan will establish the direction and specific pursuits that the association will follow to become a productive organization that is valuable its members. USEHA's current situation is described above; it presents practices that the association followed in the past, current practices, and some areas that are deficient or non-existent. If USEHA continues past and current practices without changing course, the Committee believes that the association will not grow and eventually may cease to exist. Committee findings and projections are listed in Table 7.

Table 7. Where Is USEHA Headed If We Don't Change Our Course?

- An organization without direction
- Dysfunctional organization
- Non-productive organization
- Low membership
- Loss of members
- Lack of significant multi-service participation
- Insufficient funds to be productive and conduct business
- USEHA ceases to exist as a viable entity

Development of a Problem Statement

The *Problem Statement* usually is developed to conclude the *Assessment of the Current Situation* and the initial phase of the Environmental Health Policy Study Model. The purpose of this statement is to highlight areas that should be addressed and considered when trying to evaluate the current situation. Therefore, the Problem Statement is not a single entity that should be reviewed and considered alone; it must be read and understood in relationship to both positive and negative aspects of the Current Situation.

Symptoms and Root Cause

Prior to drafting a problem statement, the Committee reviewed and reflected on aspects of the current situation and identified *symptoms* and *root causes* of perceived and actual problems and lost opportunities (Table 8).

Table 8. Symptoms and Root Causes Considered in the Development of a Problem Statement

<i>Symptoms</i>
<ul style="list-style-type: none">• Impasses and impediments to progress are often based on lack of funds• Wide national and global geographic distribution and frequent geographic transfers of uniformed service members make it difficult to function as an affiliate, especially given limited financial resources.• Many uniformed services members (e.g., enlisted technicians, junior officers, NOAA officers) are not aware of USEHA• Many uniformed services members who are aware of USEHA do not see any benefits to becoming a member.• Although the cost of membership in USEHA is minimal, many environmental health practitioners believe that the affiliate fails to provide products or services that add enough value to justify the expenditure.• Members are not being encouraged or asked to contribute to the development of those products that are perceived to be lacking.• Members do not generally take part in Association business or committee work to help share the load
<i>Root Problem</i>
<ul style="list-style-type: none">• Lack of a vision, goals, and objectives to identify and address issues that will establish focus and direction for USEHA

Problem Statement

The Committee's observations should not convey the idea that the activities and relationships that previously occurred to establish and sustain the USEHA did not have value. To the contrary, there are several aspects that are positive and will be carried forward for consideration in the new strategic plan. Because of this, the phrase ***Opportunities for Improvement*** can be applied instead of focusing on the use of the term "problem" in a negative context. Given the current situation, the following Problem Statement was developed by the Committee:

The Uniformed Services Environmental Health Association (USEHA) has been a formal affiliate of the National Environmental Health Association (NEHA) for 38 years. Early efforts of the association were focused primarily on getting the association established and maintaining a presence as an affiliate. USEHA's activities have waned over the years of the association's existence. However, USEHA continues to hold annual meetings at the NEHA conference demonstrating that uniformed environmental health professionals desire to share common interests. These are symptoms that stem from an underlying influence that is the root problem. The Committee believes that the most important issue and the root problem is a lack of a defined common shared vision with associated goals, and objectives to address issues of service to members.

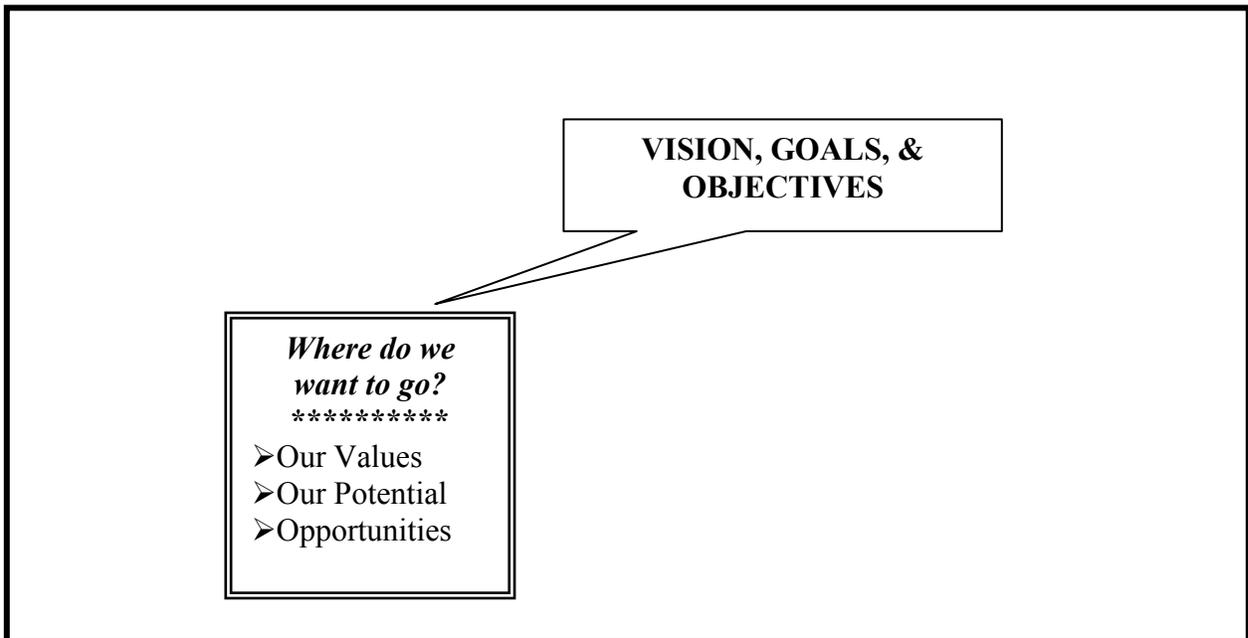


Figure 4. Identifying your organizational values, potential, and opportunities leads to the development of a lofty vision. Goals and objectives are elucidated as means to achieve the vision.

Vision, Goals, Objectives and Tasks (VGOTs)

At this stage in the policy study process we try to answer the basic question: *Where do we want to go?* Before answering the question, we should reflect upon our core ideology (core purpose and core values) and consider our potential. Then, we can decide which opportunities we will seek. Core ideology in turn consists of a core purpose and core values. The core purpose is the organization's most fundamental reason for existence. The core values are the guiding principles and tenets, which have intrinsic value and importance to those inside the organization and require no external justification.

The next stage in the policy process is to articulate a shared vision (versus a personal vision for personal mastery). A vision should describe where our organization wants to be in the future, but expressed as if it was occurring in the present time (Kouzes and Posner, 1995; Senge, 1994). Alternative courses for achieving the vision will be identified, discussed, weighed, and one selected to pursue (Frick and Spears, 1996). The essential components of an organization's vision are core ideology and envisioned future (Collins and Porras, 1996). Core ideology consists of core values and a core purpose, which defines what we stand for and why we exist. The envisioned future also consists of two parts, a long-term audacious goal plus vivid descriptions of what it will be like to achieve the goal. We need to make plans for USEHA that will ensure an organization that will continue to be active 10-30 years from now.

To simply articulate a vision is not enough. Setting a goal(s) and objectives that help bring to life the vision is necessary. Goals help build the vision. Objectives are the individual steps that must be accomplished to achieve goals. Individual tasks are detailed actions that are necessary to attain an objective. Figure 5 demonstrates the relationship between goals, objectives, and tasks.

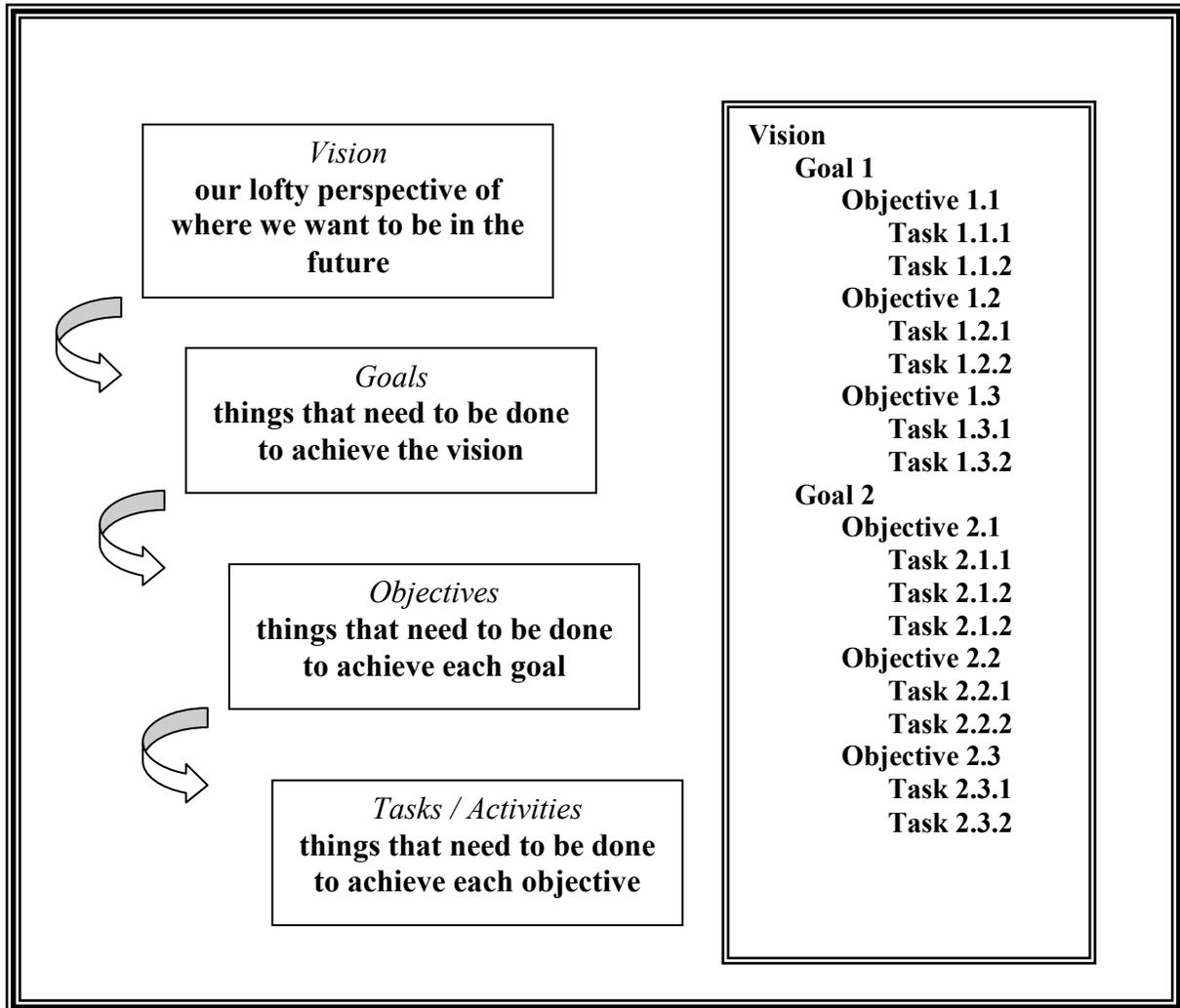


Figure 5. Hierarchical Relationship Between Vision, Goals, Objectives, and Tasks

Establishment of USEHA’s Vision, and a Vision Statement

The Committee developed a vision by considering the problem statement, and reflecting upon personal and organizational values, potential, and opportunities. This was done in a phased approach by identifying USEHA’s core ideology and then its envisioned future.

Core Ideology

Core Values

In order to discover USEHA’s core ideology, the Committee identified core values and a core purpose. An initial list of potential core values was identified as shown in Table 9.

Table 9. Potential Core Values Submitted by Strategy Committee Members

(The following list provides input from Executive Council members. Duplicates remain to identify those values that were identified by more than respondent)

- Dedicated to improve the health and well-being of populations served
- Providing our members a cutting edge knowledge network
- Service
- Professionalism
- Commitment
- Professional development
- Inter-service support (sharing resources between services and service members; shared services)
- Service to country/duty
- Leadership among NEHA
- Honesty
- Honor
- Integrity
- Service to country
- Dedication to environmental health to promote and enhance the welfare of our nation and the uniformed services
- Service to members
- Minimize disease and injury
- Ethics
- Honor
- Devotion to duty
- Commitment
- Public health
- *Esprit de Corps / Camaraderie*
- Protecting, promoting and advancing the health and safety of the Nation

These values were discussed and scrutinized to determine which have intrinsic value and importance to USEHA members. The Committee determined that many of the values could be grouped under three primary ideals. These three were discussed further in terms of their long-term importance to the USEHA and its members. The Committee concluded that:

The core values for the Uniformed Services Environmental Health Association are Service, Camaraderie, and Integrity.

The Committee believes that **Service** encompasses many of the ideals listed in Table 9. Service was considered from two perspectives: service to USEHA members, and service to the United States.

An effort must be undertaken to determine the issues of importance to service-members. Such issues may include:

- Job opportunities
- Career development
- Retirement planning
- Forums for voicing concerns or issues regarding career or education
- Preservation of the legacy of the members service
- Promotion of patriotism and pride in our service
- Publicizing the contributions of members to society
- Personal and professional growth

We concluded that initially the association's focus will be on service to its members, which will enhance their capabilities as environmental health professionals. This will empower members to better serve the nation in their capacity as members of the uniformed services. Those ideals in Table 9 that relate to service to USEHA members include:

- Providing our members a cutting edge knowledge network
- Professionalism
- Commitment to members
- Professional development
- Inter-service support (sharing resources between services and service members; shared services)
- Dedication to environmental health to promote and enhance the welfare of the uniformed services

The Uniformed Services rely upon **Camaraderie** as a major force in the working relationships between service members to enhance teamwork and optimize mission completion. This sense of camaraderie becomes inherent in the social nature of most uniformed service members, which they also bring to the USEHA. This often is referred to as *Esprit de corps* in the services, which is defined as “the common spirit existing in the members of a group and inspiring enthusiasm, devotion, and strong regard for the honor of the group” (Merriam-Webster, 2007a). For example, *Esprit de corps* in a military organization originates in the pride its members take in serving with their units. Such pride has several sources to include leadership, confidence, technical competence, public recognition, and sense of purpose (Wilson, 1999).

Integrity is the “firm adherence to a code of especially moral or artistic values” (Merriam-Webster, 2007). The Uniformed Services also rely upon the integrity of its members to accomplish many tasks that protect and preserve the safety and security of the nation. Integrity also becomes inherent in the social nature of most uniformed service members, which they bring to the USEHA. Other values related to integrity identified in Table 9 include honor, honesty, and ethics.

Core Purpose

The Committee reflected upon its deliberations concerning core values and addressed the reason for the USEHA's existence, which is its core purpose. Almost immediately and unanimously, everyone agreed that the association's members should be the focus. The Committee thus concluded that:

The core purpose of the Uniformed Services Environmental Health Association is to support and enhance interactions, knowledge, skills, and abilities of active duty, reserve component, and retired uniformed services environmental health professionals.

This purpose recognizes that within the different services environmental health programs may be an element of a larger public health or preventive medicine program, section, or department. Likewise, within the different services the job titles for environmental health professionals may vary. Table 10 lists the various uniformed services environmental health professions and other related public health/preventive medicine professions. The USEHA core purpose is applicable to all the professions listed.

Table 10. Uniformed Services Environmental Health and Related Occupations

US Air Force <ul style="list-style-type: none">• Public Health Officer• Bioenvironmental Engineer• Public Health Technician• Bioenvironmental Technician• Flight Surgeon• Preventive Medicine Physician• Occupational Medicine Physician	US Army <ul style="list-style-type: none">• Environmental Science and Engineering Officer• Entomologist• Health Physicist• Epidemiologist• Audiologist• Veterinarian• Biochemist (Environmental Chemist)• Medical Laboratory Specialist (Environmental Chemistry)• Preventive Medicine Specialist• Veterinarian Technician• Preventive Medicine Physician• Occupational Medicine Physician
US Navy <ul style="list-style-type: none">• Environmental Health Officer• Industrial Hygienist• Audiologist• Preventive Medicine Technician• Industrial Hygiene Technician	
US Public Health Service <ul style="list-style-type: none">• Environmental Health Officer• Environmental Engineer	US Coast Guard <ul style="list-style-type: none">Health Service TechnicianFood Service TechnicianIndustrial Hygienists

Envisioned Future

Big Audacious Goals

The Committee identified several big audacious goals that USEHA should achieve in the future. They include serving the nation, projecting a global influence, being recognized for leadership and leaders in environmental health.

Our service to members ultimately will expand to **servicing the nation** directly. Many of the potential core values listed in Table 9 support this goal, to include:

- Dedicated to improve the health and well being of populations served
- Commitment to the nation
- Service to country/duty
- Dedication to environmental health to promote and enhance the welfare of our nation
- Devotion to duty
- Public health
- Protecting, promoting and advancing the health and safety of the Nation
- Minimize disease and injury

Another audacious goal is for USEHA to have a **global influence** in terms of being able to reach out to and interact with U.S. service members who are deployed to foreign countries. Also, the USEHA desires to reach out to and interact with environmental health professionals in foreign services.

National and international recognition of USEHA for its **leadership and leaders** in environmental health is another goal that the Committee deemed worthy for the association. Officers and senior enlisted environmental health professionals are taught and practice leadership throughout their careers and thus have the skills necessary to lead national and international efforts in environmental health. Also, the uniformed services often practice environmental health in some unique settings sometimes using innovative equipment and approaches, which give them an expanded perspective to complement their leadership skills.

Vivid Description / The Vision Statement

This description is a vibrant, engaging, and specific description of what it will be like for USEHA to achieve its audacious goal. The Committee determined that key elements for USEHA's future are continued service to members, service to the nation, leadership, and a global outreach to members.

The USEHA Vision is:

The Uniformed Services Environmental Health Association (USEHA) will be one of the United States' principle resources for environmental health expertise and guidance. The association will be the largest affiliate of the National Environmental Health Association (NEHA) and its members will be from all seven United States' uniformed services. The membership also will include a substantial number of enlisted

specialists and technicians and U.S. service members deployed overseas. Environmental health professionals in foreign services will be members of USEHA and regard the association as an important resource to help address military health issues in their forces and enhance their capabilities to better serve their nations. The association will be valuable to its members because it provides guidance, support, and resources that enhance their professional prominence and will be regarded as a key resource to career advancement. This professional enhancement will empower uniformed services environmental health professionals to better serve our nation. The association will provide environmental health leadership and leaders to help address national issues. Leading federal agencies, e.g., the U.S. Department of Health and Human Services and its agencies, U.S. Department of Defense and its services, U.S. Environmental Protection Agency, U.S. Food and Drug Administration, etc., frequently will solicit the support of USEHA to address national environmental health issues.

Establishment of USEHA's Mission Statement

Given the depth and length of the vision statement, the Committee decided to formulate a simple mission statement that is short, to the point, that all can remember, and still capture the essence of our existence. Mintzberg (1983) indicates that a mission describes the organization's basic function in society, in terms of the products and services it produces for its customers. Our mission statement captures our purpose, values, and vision as follows:

The Uniformed Services Environmental Health Association's mission is to serve our members by enhancing their professional capabilities and leadership and to serve the environmental health needs of the uniformed services and the nation.

Establishment of USEHA’s Goals and Objectives

During the process of developing goals and objectives, the Committee reviewed the hierarchal relationship between Vision, Goals, Objectives, and Tasks/Activities as illustrated in Figure 5. All of these targets are endeavors that are expected to be completed in order to achieve USEHA’s vision.

The Strategy Committee identified five goals and a major objective for each goal that, when accomplished, will help achieve the vision identified previously (see Figure 6).



Tasks are very detailed actions that are necessary to obtain objectives. Each objective is expected to require its own set of specific tasks. The Strategy Committee believes that this level of detail was beyond their scope, and that Implementing Committees (see below) should identify the tasks required to achieve their assigned goal. There were, however, some concepts that the Strategy Committee identified and discussed and decided that they were important enough to document in this report. As these concepts were analyzed, it was determined that they best could be presented as tasks to several objectives. Therefore, to preserve these concepts and thoughts, the Committee identified several tasks for some goals that should help achieve the individual objectives (see Tables 11-15). Additionally, there were some ideas raised and discussed that did not necessarily fit into a particular part of this strategy (Appendix A). The Strategy Committee, however, thought that they should be preserved so that they may be used or considered at a later time.

Implementation Plan

Our approach to achieve goals is to develop **USEHA Implementing Committees**, each assigned the responsibility to complete relevant objectives and tasks. Tables 11-15 identify five Implementing Committees, along with their chairperson, goals, major objective, some additional/other objectives or tasks, and criteria for success. The tasks that are identified also may serve as examples of how tasks that help accomplish objectives can be developed. A notional time for completing each objective also is shown in the tables.

To implement this strategy, each Implementing Committee must achieve its assigned goal. The following are the initial sequence of events that each committee must follow:

1. Chairs are to identify and acquire the members of their committee. We recommend that the members represent several of the different uniformed services and retirees.
2. Each committee is to review its goal and major objective (also any additional objectives or tasks noted), and then identify and establish additional objectives and tasks that will allow them to achieve the goal.
3. Each committee is to establish a timeline for completing their goal, objectives, and tasks.
4. Each committee is to report its progress to the USEHA governing board at a frequency established by the board. The Strategy Committee recommends that this reporting be done in a way and timed so that the reports can be included in a newsletter or other communication tool presented periodically to USEHA members.

Some overlap between committee responsibilities and actions is expected; thus, interaction and coordination between committees is expected. The Implementing Committees also should consider the ideas listed in Appendix A.

Table 11. USEHA Finance and Budget Implementing Committee

Chairperson: TBD.			
Goal	Major Objective	Other Objectives/Tasks	Goal Completion Date
Strengthen fiscal solvency through finance and budget strategies	Develop and implement a Business Plan	<ul style="list-style-type: none"> • Establish a Finance and Budget Committee • Identify finance and budget strategies • Implement finance and budget strategies • Add details from Tom Crow's previous work and committee meetings 	30 May 2011
<p>Criteria for Success:</p> <ul style="list-style-type: none"> • Sufficient savings to pay for annual expenses plus maintain a reserve • Sufficient funds to pay for reception at annual educational conference • Sufficient funds to pay registration and other selected expenses for several speakers at annual educational conference • Sufficient funds to pay for annual USEHA awards 			

Table 12. USEHA Membership Implementing Committee

Chairperson: TBD			
Goal	Major Objective	Other Objectives/Tasks	Goal Completion Date
Increase Membership	Develop and implement a plan to increase the affiliate's size and membership mix	<ul style="list-style-type: none"> • Establish a Membership Committee • New member outreach • Succession planning • Issue membership cards • Enroll enlisted uniformed services environmental health professionals • Open membership to uniformed services environmental health professionals from foreign countries • Open membership to uniformed services civilian environmental health professionals (Should this also include civilian contractors who support the uniformed services?) 	30 May 2011
<p>Criteria for Success:</p> <ul style="list-style-type: none"> • Overall membership increased by 50% • Increased membership diversity (e.g., civilians, enlisted personnel, etc.) 			

• **Table 13. USEHA Education & Training Implementing Committee**

Chairperson: Lieutenant Colonel (Retired) Welford C. Roberts, Ph.D.			
Goal	Major Objective	Other Objectives/Tasks	Goal Completion Date
Provide Education & Training	<ul style="list-style-type: none"> Enhance career and professional development by providing relevant environmental health continuing education exclusive to members 	<ul style="list-style-type: none"> Establish an Education & Training Committee Continue to conduct an Annual Educational Conference in conjunction with the National Environmental Health Association's Annual Education Conference and Exposition Develop and/or coordinate semi-annual online seminars Develop a consolidated online source for members to access training and educational resources from the uniformed services Present USEHA sponsored lectures and/or courses at individual uniformed services conferences 	30 May 2011
<p>Criteria for Success:</p> <ul style="list-style-type: none"> An association educational package that enhances members' technical and administrative skills An association educational package that enhances members' careers 			

• **Table 14. USEHA Communications Implementing Committee**

Chairperson: TBD			
Goal	Major Objective	Other Objectives/Tasks	Goal Completion Date
Improve Communications	Enhance existing and develop new systems that will improve communications with and between members	<ul style="list-style-type: none"> • Establish a Communications Committee • Continue to upgrade the current USEHA internet site in order to develop a dynamic and interactive website • Establish a List Serve for USEHA members • Develop a periodic newsletter that can be posted on the USEHA website • (NOTE: Affiliate newsletters should be sent to NEHA so that it can be shared with other affiliates) • Establish a “New Member” section on the USEHA website to provide orientation and instructional information • Develop a Mentorship effort for new and mid-career members that will allow them to seek advice and guidance from Uniformed Services Environmental Health leaders, seasoned professionals, and peers. 	30 May 2011
<p>Criteria for Success:</p> <ul style="list-style-type: none"> • Association communication scheme that readily is accessible to members • Association communication scheme that keeps association members aware of organizational activities and events. 			

Table 15. USEHA Marketing Implementing Committee

Chairperson: TBD			
Goal	Major Objective	Other Objectives/Tasks	Goal Completion Date
Improve Marketing	Develop and implement a marketing plan to promote awareness of the affiliate	<ul style="list-style-type: none"> • Establish a Marketing Committee • Coordinate with other relevant environmental health marketing committees (e.g., NEHA, other NEHA affiliates, CDC, etc.) for collaborative efforts and to acquire techniques and information that may be useful for USEHA • Update the USEHA brochure <ul style="list-style-type: none"> ○ Distribute at professional meetings ○ Post on-line • Identify and develop new marketing tools <ul style="list-style-type: none"> Some examples include: <ul style="list-style-type: none"> ○ A USEHA challenge coin ○ A shadow box with USEHA and individual uniformed services challenge coins to be donated to NEHA for its annual silent action • Identify audiences to direct market efforts <ul style="list-style-type: none"> Examples include: <ul style="list-style-type: none"> ○ Environmental Health professionals in all uniformed services ○ Inter- and intra-service transfers ○ Enlisted military technicians ○ Direct commissions ○ ROTC programs 	30 May 2011
<p>Criteria for Success:</p> <ul style="list-style-type: none"> • Potential members aware of the existence and purpose of USEHA • Potential supporters aware of the existence and purpose of USEHA 			

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APPENDIX A

Additional Ideas Discussed During the Strategic Planning Process

- Conduct interviews with environmental health leaders and post them on the USEHA website.
- Interview USEHA members and post them on the USEHA website.
- Have a member only section on the USEHA website for specific controlled information, e.g., a member contact list, member biographies, etc.
- USEHA should leverage the various services by attending and being represented at the various individual uniformed services professional environmental health and related conferences.
- Sharing work products from different services.
- A “Virtual bistro” is an idea that we could try out on the web site that's sort of a glorified chat room. It can have a place where the general public can post their thoughts on a given topic of the day and check out information on what the USEHA is doing. It also can have a restricted access site where members can offer comments on document revisions (such as the Constitution and By-laws), vote for officers, check out career opportunities, etc.
- Use Past Presidents Committee to get word out to retirees
- Establish “mini-internships” between services and also offer to people from other countries.
- Become a non-profit organization separate from NEHA. Not sure if this is allowed. Need to research.
- Need a forum to discuss joint environmental health research opportunities and needs.
- Gain visibility for USEHA at the NEHA AEC by recognizing and highlighting uniformed services speakers and other participants.
- Need to determine whether a charter or other similar document establishes USEHA as a NEHA affiliate. If there is no charter, do we need one?
- Tom Crow will provide data acquired from a recent poll to support the premise in Table 2 that “many uniformed services members who are aware of USEHA do not see any benefits to becoming a member.”