



2019-2020 Commander's Planning Guidance



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The Uniformed Services University

COMMANDER'S FOCUS AREAS



Training



Readiness and Health



Leadership Development



Staff Structure



Service Heritage/Culture

The Brigade's mission is to not only support the education and training of tomorrow's military and Public Health physicians, nurses, dentists, scientists and leaders, but to instill a culture of servant leadership and military ethos.

This document provides the Commander's guidance for the Uniformed Services University (USU) Brigade and is in alignment with the University's 2019-2023 Strategic Framework. It should serve as a guide for all Brigade-level planning and provides direction for all active duty University Faculty and Staff. This document serves as my Commander's Intent for the 2019-2020 academic year.

The Military Health System (MHS) is in the midst of undergoing a significant transformation. The National Defense Authorization Acts of 2017-2019 have set the conditions for a transition to an integrated health system, to include the Defense Health Agency (DHA), which focuses on improved outcomes for readiness, quality, and cost. USU will be a key player in this transition and our Brigade members must be prepared to function effectively in this new operating environment.

The mission of USU is to educate, train, and comprehensively prepare uniformed services health professionals, scientists, and leaders to support the Military and Public Health systems,

the National Security and National Defense Strategies of the United States, and the readiness of our Uniformed Services. Appropriately the primary line of effort is academics and producing competent healthcare providers. However, we must not lose sight of the fact that our Brigade members, to include faculty, staff, and students, will detach from USU at some point and many will continue to serve the nation as members of the operational forces. We are obligated to ensure that our Brigade team is prepared to meet the demands and adhere to service-level standards in executing current and emerging operational plans and concepts.

This Commander's Guidance outlines **five priority focus areas: training, readiness and health, leadership development, staff structure, and service heritage and culture.** These focus areas will serve as the guideposts as we move forward with planning and decision-making at the Brigade level. They will be actively communicated to the USU active duty force so that the direction is clear and forward momentum can be generated. It is essential for the leadership to generate actionable items that center around these focus areas, improve outcomes, and develop ways to measure and analyze results. **All decisions and messaging will be unified and made with these focus areas in mind and centered on the advancement of our Soldiers, Sailors, Airmen, Marines, and Commissioned Corps Officers.**

TRAINING



Education and training are the cornerstone of the University's mission. We do an outstanding job of educating our students, preparing them for careers as health care professionals. The Brigade has not historically placed the same level of importance on training, which emphasizes learning by doing. **We need to take advantage of every training opportunity, in garrison and**

during field practicums, in order to prepare our students, staff, and enlisted cadre for their tenure here and beyond.

Student training opportunities are limited by their regulated and rigorous academic curriculum. When feasible, we must explore creative options to conduct independent military-related training or link training within the existing education schedule. Our students/officers, many of whom will find themselves as leaders within operational units, are owed this preparatory instruction. Although much of this can be conducted locally by our University and Brigade staff, we must seize alternative options that exist at the service level in schools such as: Air Assault School, Expert Field Medical Badge School, and Dive School. Additionally, in 2020, the Brigade will assume management of the student's Summer Operational Experience (SOE), which occurs between the MSI and MS2 years. We will look to expand the number of available operational electives to span the four military services and public health domain. The Brigade is committed to taking advantage of student's non-academic, non-clinical time and finding ways to enrich it with training that better prepares them to not only function, but to thrive, in the current operating environment.

As with the students, we must ensure our staff cadre are receiving the training they need to grow and be successful. In addition to being the facilitators of much of the training performed at the University, our enlisted personnel must also receive training as part of their continued professional development. **Our staff must leave USU at the end of their tour better equipped to perform in their service's operational climate and better prepared to advance in their career field than when they arrived.** The Brigade must attract the best and brightest, and the way to do this is to ensure personal growth and emphasize professional development and promotion while assigned here. This will be accomplished in three ways. First, our garrison training model will be restructured to mirror that of an operational training battalion. The garrison structure will establish multiple training units within the Brigade, led by junior officers and senior enlisted, designed to sustain training competence of the cadre throughout the year. This generates accountability to conduct training. Second, we will place renewed emphasis on service training schools for our enlisted staff and junior officers, expanding funding for our cadre to attend these schools and enhance professional growth. We must continue to give our Brigade staff every opportunity to grow and compete for promotion. Brigade Operations will author policies that establish selection criteria and processes for attending this training. Lastly, we will seek flexible ways to ensure that our enlisted staff members are able to maintain the skills of their chosen career field. If this requires them spending time in different areas within the University or at outside commands willing to offer skills sustainment opportunities then we need to consider that option. Primary specialty skill atrophy cannot happen if we wish to recruit and retain the very best.

READINESS AND HEALTH



It is often stated that the most valuable asset in the DoD is the Soldier, Sailor, Airman, or Marine. The same could be said for the Commissioned Corps officer within the USPHS. This holds true for members of our Brigade and we must ensure we are doing all we can to keep them in the fight. I define our readiness as the ability of the Brigade, or individual Brigade members, to perform and meet the command mission in a garrison or deployed setting at any given time. This is more than just ensuring our people can teach, conduct research, and see patients. Our faculty, staff and students need to be in a high functioning state of physical, psychological, and spiritual health. **We need to be proactive in creating the optimal environment and support structure to maximize readiness.**

Our leadership, from the Brigade triad to the Company Commanders and Senior Enlisted Leaders, need to engage directly and frequently with our members to ensure they are physically and medically prepared to accomplish the mission. Over the past year we have initiated a solid collaboration with the USU clinic to track medical readiness metrics and we must continue to leverage this relationship to boost compliance. We must strive to accomplish a goal of 90% medical readiness or higher for the command.

Physical readiness is a Service priority to improve and sustain combat readiness and the Brigade supports a climate of health and fitness. Physical readiness training provides the physical component that contributes to tactical and technical competence, and forms the physical foundation for all training. Leaders are encouraged to establish programs consistent with the training requirements of each service. Supervisors and senior enlisted service members should emphasize the value of physical training and use allotted time to maximize fitness of the force in accordance with this guidance.

Our students are enrolled in taxing academic programs with significant demands placed on their time and energy. The Brigade staff will work to provide a positive climate, conducive to learning and support. When possible we must look to directly involve ourselves with and support student interest groups, family organizations, and special events. It is imperative our

students know that they are an integral part of a larger Brigade family and they will be given the best possible command environment to succeed.

The Brigade will implement a Readiness Assessment for Mission (RAM) tool that is modeled on the DoD Combat Operational Stress Control (COSC) continuum. This tool will allow members to directly interface with Brigade leadership and relay to them any current stress level concerns. We will also look to take advantage of mobile technologies that not only push command information to key stakeholders regarding readiness and health but allow direct feedback to leadership designed to ultimately empower of all members of the command with information and the ability to enact change. **We must take advantage of every opportunity to engage transparently with each other in order to take care of one another.**

LEADERSHIP DEVELOPMENT



USU prides itself on being a Leadership Academy. Academic departments, particularly within the School of Medicine, have taken great strides to bolster educating medical students on the concept of leadership, primarily through the University's LEAD program. **We will continue to look for ways to build upon this educational foundation and provide more tangible military leadership training not only for the student population but also for the Brigade staff.** All members of the Brigade must feel, upon completion of their USU tour, that they were mentored and nurtured on leadership and that they leave USU a more skilled professional.

The Brigade Headquarters staff will continue to refine and mature its Officer Professional Development (OPD) program that emphasizes leadership. This program will be designed to both educate and train officers on core concepts of effective leadership. Multiple modalities will be utilized including: lecture series from USU leadership experts, guest speakers, article/journal reviews, staff rides, and targeted discussions with prominent military leaders. We must look to apply the knowledge gained from these sessions by providing every opportunity for our young leaders to lead and supervise. This program has been successful with the Headquarters staff thus far and we will look to expand the program moving forward.

I believe in decentralizing leadership and decision-making to the lowest possible level, when plausible, in order to give our junior staff leadership repetitions. Senior leaders must not be overly prescriptive and must allow our junior officers the ability to develop while providing them with coaching and mentorship.

Our enlisted cadre will also maintain an Enlisted Professional Development Program (EDP) spearheaded by the Command Master Chief. We have the unique opportunity to be part of a joint service environment that will enhance career progression. EDP is a priority of each service and all are encouraged to promote and support EDP for our Enlisted service members. Additionally, each Enlisted member is expected to proactively engage in the command EDP.

The Professor of Military Science (PMS) will now become a dedicated position within the University Brigade held by an experienced senior officer with significant operational and leadership experience. The PMS will hold a faculty appointment within the University, and will be responsible for leadership and professional development within the Brigade. There will also be a Deputy PMS assigned to the Brigade who will work in tandem with the PMS to develop methods and concepts to facilitate this initiative. The PMS and Deputy PMS will collaborate with leaders from across the University and Brigade to ensure a comprehensive professional development program is in place that addresses officership at the University.

STAFF STRUCTURE

The Brigade is in direct support of the University's mission to educate, train, and develop future health care professionals. This support comes in the form of administration, logistics, operations, communication, and career development of our students, faculty and staff. Historically this has been accomplished by an incomplete Brigade staff. **Moving forward the Brigade will develop a full complement of staff sections and leaders that mirrors service level operational staff functions.**

Over the past year, with the support of University leadership, the Operations section has stood up and matured. They have assumed control over many key Brigade and University functions including: Emergency Management, University Master Calendar, MS-1 Summer Operational Experience, Global Force Laydown, and Service-level training. Operations will continue to grow, adding a civilian Deputy Operations Officer, and becoming more engaged with future planning of all field practicums.

Logistics support will be transitioning to the Brigade Headquarters staff with the standing up of an S-4 Logistics section, headed by a trained Logistics Officer. This section will work closely with Brigade Operations to provide logistics planning and execution in support of operational training exercises. We will ensure that the Brigade manning document reflects the requirement for a trained logistician and appropriate supply/logistics technicians.

We will stand up a Communications section to handle garrison and field communications for the Brigade. Active duty communications officers at the University will support the Brigade staff. While in garrison they will spend the majority of their time working for the University Chief Information Officer (CIO) in order to maintain skills proficiency. They will serve as a key staff officer on the Headquarters staff, mentor the active duty enlisted cadre within the communications department, and serve as the liaison to the University CIO for all Brigade related projects and issues.

As a result of the Brigade taking over several training related programs at the University, they will look to acquire their own training budget and Line of Accounting (LOA). A LOA dedicated for Logistics support of field practicums will also need to be established. This Budget will be managed by the newly formed Brigade finance officer who will report directly to the Brigade leaders on all finance related matters.

The Brigade is currently without a dedicated military manpower specialist, although one is assigned to the University. It is imperative that the Brigade establish a service assignments capability to work manpower issues regularly with the various service-level personnel commands. This is a crucial piece to ensuring the USU Brigade is adequately and appropriately manned with the right mix of active duty professional talent. This civilian assignments manager, will fall under the Brigade's Military Personnel Office.

SERVICE HERITAGE AND CULTURE



The University Brigade is a military unit, composed of members assigned to the Army, Navy and Air Force as well as the United States Public Health Service (USPHS). We must be mindful that each of these services has their own culture, heritage, and traditions. With approximately two-thirds of each incoming medical school class having no prior military experience it is imperative that we instill "esprit de corps" within the Brigade that emphasizes service identity. The

remainder of the Brigade, including the student bodies from our other colleges and schools, has had varying degrees of prior experience and we need to leverage that to maintain a military command atmosphere, albeit in a University, academic setting.

Led by our enlisted leaders, we will take steps necessary to create an environment that values the respective services and their history. Beginning in the Brigade Headquarters area, spaces will be created to remind each of us of our Service history. We will be more proactive in celebrating our service birthdays and anniversaries, taking time to reflect upon our legacies. Our faculty, staff, and students need to sense the comradery that is based on the shared experience of past hardships and current challenges surrounding their education and training. This is the embodiment of what it means to be a member of the military or PHS, and a member of the USU Brigade

USU is an elite academic and military institution, and that will continue to be our identity over the next year. We pride ourselves on our unique mission, our contributions to the Military Health System, and our services' core values. **We have a shared responsibility to ensure we remain a cornerstone command for the Department of Defense and a source of pride for our service medical and dental departments.**

We set the climate for the command in which we operate. Each individual will hold themselves and each other accountable for their actions. The Brigade will have zero tolerance for sexual assault and will support prevention education, victim advocacy, and a culture that holds those accountable who are found guilty of this crime. The success of the Brigade and University is based on the unique talents that our diverse work force brings to the institution. We will continue to find creative ways to develop our people in an environment that is free from discrimination based on race, gender, age, religious preference or sexual orientation. Fraternalization is a persistent issue within the military that undermines good order, discipline and unit morale and is unacceptable at USU. All personnel are expected to maintain the highest levels of integrity and personal conduct to assure proper performance of duties and maintain the public trust.

SUMMARY

This Commander's Guidance establishes my priorities for the Brigade over the next year. This is not an all-encompassing list, but charts a general course for all officers and enlisted to follow. The expectation is that all USU active duty will read this guidance and, where applicable, implement as soon as possible. These focus areas should be at the forefront of all decisions moving forward.

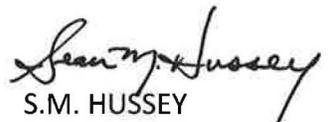
This is a period of transformation for the Brigade at USU and I am proud to help lead these changes. This coincides with perhaps the greatest period of transformation within the MHS in the past 40 years and we must therefore be prepared to adapt to these changes while continuing to produce the highest quality doctors, nurses, dentists, scientists and policy makers. The University is going to play a key role in the future of military medicine and this guidance is aligned with that premise and prepares us for the road ahead.

By the summer of 2020 I expect the following will have been accomplished:

- The Brigade's identity will be shaped by a robust training program that is preparing our students and staff with skills and knowledge to succeed in the operational environment. This will include management of a Brigade training budget and seamless planning collaboration between Brigade Ops and the University's academic schools and centers.
- Solidify our claim as a Leadership Academy with the establishment of formal officer and enlisted Professional Development programs. A Professor of Military Science and Deputy PMS will provide visionary and innovative ideas to the leadership development construct.
- Re-establish our role as the owner of an environment that values service heritage and culture. Academics is the University's primary mission, but we must re-instill military pride and ethos in our Active Duty and Reserve force.
- The overall medical readiness of the Brigade will be 90% or higher.

I ask that all leaders share this document with your constituents. This is required reading for all members of the command, and critical feedback is highly encouraged. Now, more than ever, all hands need to be on deck and engaged in order for this strategic guidance to have its full effect.

It is time to move out and lead the way!


S.M. HUSSEY
BRIGADE COMMANDER