



Institute for Hazardous Materials Management (IHMM)

Strategic Planning

August 16-18, 2023 – Rockville, MD

IHMM's volunteer leadership and professional staff met to draft a strategic plan to guide and grow its impact. The prior plan was created in 2019, including three goals:

- Develop a Strategic, Effective **Governance Model**
- Communicate the **Value** of IHMM
- Expand and **Engage the IHMM Community**

To prepare for planning, the facilitator studied the 2019 plan, the budget, staff functions, and committee structure. Advance input was analyzed and synthesized. The facilitator offered examples of successful organizations serving as an umbrella to broaden impact, and financially successful subsidiaries.

The new plan should span 2024 to 2026, or longer. The board was encouraged to consider the structure, products, and sustainability as far out as 2030.

IHMM was founded in 1984. It is designated by the IRS as a 501c6. It was associated with a 501c3 foundation, the Hazardous Materials Society.

The Institute has a presence in 50 states and 85 countries. There are 9,000 certificants, a 90 percent retention rate, and about 600 applicants annually.

Mission and Vision Statements

The mission conveys the purpose, or reason for existence, to internal and external audiences. The vision statement is the long-term, desired outcome.

We believe there is only one Earth; our passion is to protect it.



Mission Existing	Mission Revised ¹
IHMM delivers professional standards of the highest excellence for credentials and administers and promotes accredited credential programs for professionals in the hazardous materials, health, safety, and dangerous goods communities of practice.	IHMM sets standards of excellence for professional credentials to advance the global environmental, health, and safety communities of practice.
Vision Statement	Vision Re-Affirmed
IHMM credentials and competency standards are embraced worldwide.	IHMM credentials and competency standards are embraced worldwide.

Goals

Goals are the core competencies to which resources (time, committees and board, funding, and staff) *must* be allocated.

- I. **ADVOCATE** - Advocating for government recognition of credentials.
- II. **VALUE** - Creating and communicating value of credentialing.
- III. **KNOWLEDGE** - Elevating knowledge, skills, and ability through credentialing and support.
- IV. **COMMUNITY** – Engage communities of practice by building relationships, elevating awareness of the profession, and amplifying professional achievements.
- V. **SUSTAINABILITY** - Sustaining the talent and resources to grow the Institute.

¹ Offered by Morgan: IHMM sets standards of excellence for the environmental, health, and safety communities of practice through professional credentials.

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Strategies

Strategies are programs and priorities that advance the goals. Within each goal is a **prioritized strategy**.

Board, committees, and staff share responsibility for advancing the mission, goals, and strategies. The mission and goals should be considered at every meeting of the board.

Teams were appointed to develop strategies, set priorities, and report at the meeting. (**Advocacy** – Bill, Erika, Jelian; **Value** – Dan, Kortney; **Knowledge** – Robin, Melissa, Patricia; **Community** – Morgan, Gene; and **Sustainability** – Jan, Jimmy, Rosie.) June and Kaylene attended virtually.

- I. **ADVOCATE** - Advocating for government recognition of credentials.
 - A. **Governmental Affairs Function** – Develop a systematic model to monitor federal, state, and local regulation effecting environment, health, or safety². Reinvigorate the Government Affairs Committee. Identify the agencies to monitor, including EPA, OSHA, DOT, DOD, FAA, SMA, DOE, etc.
 - B. **Adoption of Laws** – Identify opportunities to adopt and integrate credentialing into statutes, rules, and regulations.
 - C. **Certificants' Advocacy** – Enlist a network of professionals and subject matter experts to voluntarily monitor and report laws and report on opportunities.
 - D. **Data Driven** – Develop the data and evidence on credentialing that supports advocacy initiatives.
- II. **VALUE** - Creating and communicating value of credentialing.
 - A. **Highlight Professionals** – Identify successful certificants to spotlight and promote.

² Governmental function and responsiveness may require increased staffing.

- B. **Recognition** – Broaden ways to promote credentialing and its impact in work settings and careers.
 - C. **ANSI** – Expand and promote ANSI accreditations, reviewing return on investment.
 - D. **Academic Institutions** – Liaison with schools and students to increase awareness of credentialing, scholarships, IHMM, etc.
 - E. **Community Platforms** – Increase engagement on the *Collaboration* platform to connect communities of practice. Transform content into newsletter articles.
 - F. **Brand Awareness** – Make IHMM promotional gear available and encourage usage.
- III. **KNOWLEDGE** - Elevating knowledge, skills, and ability through credentialing and support.
- A. **Artificial Intelligence** – Analyze the impact and opportunities of AI and human hybrid models on IHMM knowledge processes, considering feasibility, costs, application, and policy.
 - B. **Product Expansion** – Identify opportunities associated with credentials, micro-credentialing, and publications/subscription services. Appoint a task force to conduct environmental scan and viability of credentialing in the long-term.
 - C. **Fellows and Diplomates** – Harness the potential of Fellows by highlighting them, creating a mentoring platform, and have the Fellows and Diplomates create a plan for their engagement in IHMM.
- IV. **COMMUNITY** – Engage communities of practice by building relationships, elevating awareness of the profession, and amplifying professional achievements.
- A. **Institutional Relationships** – Take an active and decisive approach to establishing, maintaining, and ending institutional relationships to serve

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the best interests of IHMM and its certificants.

B. Marketing Strategy – Revisit and evaluate marketing and communication approaches to modify and adapt as appropriate to ensure that outreach is direct, clear, intentional, and comprehensive.

C. Collaborative Partners – As appropriate and in the best interests of IHMM, establish and invest in new mechanisms for engagement with the Institute’s communities of practice through education, scholarship, institutional partnerships, elevating and spotlighting the work and achievements of community professionals.

V. SUSTAINABILITY - Sustaining the talent and resources to grow the Institute.

A. Volunteer Leadership – Ensure a strategic board of directors has an ascension and **succession** plan to ensure continuity of leadership. Make best use of committees and task forces to supplement board and staff efforts.

B. Staffing Capacity – Employ sufficient staff levels to advance IHMM's interests. Provide professional development for staff, develop a **succession** plan, and support the CEO.

C. Finances and Resources – Increase opportunities for revenue generation by expanding products, for example study guides, continuing education, micromodules, and prep courses.

D. Technology Investment – Invest in technology to efficiently support Institute functions.

Next Steps

- Motion to approve by the Board.
- Alignment with committees; appointment of task forces.
- Professional, certificant awareness.
- Alignment with resources through budget and talent available.
- Reporting on progress at board meetings, and annual update.
- Three-year update.

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2024-2026

ADVOCACY		VALUE		KNOWLEDGE		COMMUNITY		SUSTAINABILITY	
Advocating for government recognition of credentials.	Creating and communicating value of credentialing.	Elevating knowledge, skills and ability through credentialing and support.	Engage communities of practice by building relationships, elevating awareness of the profession, and amplifying professional achievements.	Sustaining the talent and resources to grow the Institute.	<p>A. Governmental Affairs Function – Develop a systematic model to monitor federal, state, and local regulation effecting environment, health, or safety. Reinvigorate the Government Affairs Committee. Identify the agencies to monitor, including EPA, OSHA, DOT, DOD, FAA, SMA, DOE, etc.</p> <p>B. Adoption of Laws – Identify opportunities to adopt and integrate credentialing into statutes, rules, and regulations.</p> <p>C. Certificants’ Advocacy – Enlist a network of professionals and subject matter experts to voluntarily monitor and report laws and report on opportunities.</p> <p>D. Data Driven – Develop the data and evidence on credentialing that supports advocacy initiatives.</p>	<p>A. Highlight Professionals – Identify successful certificants to spotlight and promote.</p> <p>B. Recognition – Broaden ways to promote credentialing and its impact in work settings and careers.</p> <p>C. ANSI – Expand and promote ANSI accreditations, reviewing return on investment.</p> <p>D. Academic Institutions – Liaison with schools and students to increase awareness of credentialing, scholarships, IHMM, etc.</p> <p>E. Community Platforms – Increase engagement on the <i>Collaboration</i> platform to connect communities of practice. Transform content into newsletter articles.</p> <p>F. Brand Awareness – Make IHMM promotional gear available and encourage usage.</p>	<p>A. Artificial Intelligence – Analyze the impact and opportunities of AI and human hybrid models on IHMM knowledge processes, considering feasibility, costs, application, and policy.</p> <p>B. Product Expansion – Identify opportunities associated with credentials, micro-credentialing, and publications/subscriptions. Appoint a task force to conduct environmental scan and viability of credentialing in the long-term.</p> <p>C. Fellows and Diplomates – Harness the potential of Fellows by highlighting them, creating a mentoring platform, and have the Fellows and Diplomates create a plan for their engagement in IHMM.</p>	<p>A. Institutional Relationships – Take an active and decisive approach to establishing, maintaining, and ending institutional relationships to serve the best interests of IHMM and its certificants.</p> <p>B. Marketing Strategy – Revisit and evaluate marketing and communication approaches to modify and adapt as appropriate to ensure that outreach is direct, clear, intentional, and comprehensive.</p> <p>C. Collaborative Partners – As appropriate and in the best interests of IHMM, establish and invest in new mechanisms for engagement with the Institute’s communities of practice through education, scholarship, institutional partnerships, elevating and spotlighting the work and achievements of community professionals.</p>	<p>A. Volunteer Leadership – Ensure a strategic board of directors has an ascension and succession plan to ensure continuity of leadership. Make best use of committees and task forces to supplement board and staff efforts.</p> <p>B. Staffing Capacity – Employ sufficient staff levels to advance IHMM’s interests. Provide professional development for staff, develop a succession plan, and support the CEO.</p> <p>C. Finances and Resources – Increase opportunities for revenue generation by expanding products, for example study guides, continuing education, micromodules, and prep courses.</p> <p>D. Technology Investment – Invest in technology to efficient support Institute functions.</p>
Leaders Developing the Goal Areas and Responsible for Reporting Progress									
Bill, Erika, Jelian	Dan, Kortney	Robin, Melissa, Patricia	Morgan, Gene	Jan, Jimmy, Rosie.					

Summary Bob 8-18-13

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