



Emergency Management Higher Education Consortium

October 25, 2010

The Honorable William Craig Fugate
Administrator
Federal Emergency Management Agency
U.S. Department of Homeland Security
500 C Street SW
Washington, D.C. 20472

Dear Administrator Fugate,

I write to you on behalf of the emergency management higher education community. The emergency management higher education community is very invested in FEMA's Higher Education Program continuing at the same level of excellence that it has enjoyed for the past 16 years under the direction of Dr. B. Wayne Blanchard.

During his tenure, Dr. Blanchard not only developed and nurtured the emergency management higher education community, but also created a strong linkage between the higher education and practitioner communities. By virtue of his placement on the Emergency Management Institute's campus he was able to work with course coordinators on course development and revision (resulting in inclusion of relevant research and materials that have been identified as being, or were developed to be, valuable in informing emergency management training and education); was able to sit in on training offerings (resulting in a more seamless nexus between higher education and the practitioner communities); was able to build and maintain countless relationships with practitioners (he always found time in his day to meet with folks while they were visiting the campus for trainings or meetings); and, was able to push the professionalization efforts of emergency management forward by understanding and promoting the link between educational growth and training evolution and ensuring that both education and training while inextricably linked still retained their original objectives (not an easy feat in a field that is said to be more functional than theoretical and is seeking to legitimize both a profession and a discipline).

This bridging between the higher education and practitioner communities has resulted in a more coordinated and cohesive training and education frame for the field and discipline of emergency

management and has therefore strengthened our collective emergency management community's power position and advanced our directives. The emergency management higher education community has benefited from the steady growth and solidarity that Dr. Blanchard fostered and the community is committed to seeing it continue.

In anticipation of Dr. Blanchard's retirement, the higher education community was asked in April 2010 what qualifications and characteristics they would like to see in his replacement. I include the list that was produced by the higher education community below for your review.

- Holds a Ph.D.
- Experience- academic: classroom & administrative
- Experience- practitioner and ties to the field
- Knowledge of the literature
- Dedication to EM
- Appreciation of the value of Hi Ed
- Fully committed to FEMA ideals
- Collaborative approach with partners
- Stakeholder awareness
- Understanding of the private sector
- Understands FEMA & FEMA/DHS disconnect
- Leadership skills
- Advocacy for EM as a profession
- Big picture viewpoint
- Ability to do and understand research
- Evidence of scholarship
- Strong communication skills
- Change agent – progressive thinker
- Strong advisory relationship
- Politically astute, but not a politician
- Charismatic, outgoing, enthusiastic, energetic
- Ability to move bureaucracies
- Ability to work with ambiguity

As you can see from the list above, Dr. Blanchard created a strong legacy for the program and some fairly large shoes to fill. It is important to the field of emergency management's professionalization efforts and continued disciplinary growth that the FEMA Higher Education Program remain strong. The emergency management higher education community stands behind FEMA's efforts to find a qualified candidate to replace Dr. Blanchard and is committed to assisting as needed in the search effort. As such, if you should require any additional information, assistance or support from our community, please do not hesitate to ask.

Sincerely,

A handwritten signature in dark ink, reading "Carol Cwiak". The signature is written in a cursive style with a prominent flourish at the end.

Carol Cwiak, J.D., Ph.D.
Executive Director, EMHEC