

CURRICULUM VITAE

Carol L. Cwiak, J.D., Ph.D.

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EDUCATION

2009 Ph.D., Emergency Management, North Dakota State University, Fargo, ND
1995 J.D., Western State University, Fullerton, CA
1993 B.S.L., Western State University, Fullerton, CA
1992 A.S., Victor Valley College, Victorville, CA

PROFESSIONAL EXPERIENCE

2015-Present Associate Professor/ Undergraduate Coordinator/Internship Coordinator,
North Dakota State University, Fargo, ND
2009-2015 Assistant Professor/Undergraduate Coordinator/Internship Coordinator,
North Dakota State University, Fargo, ND
2009-2012 Principal Investigator, Ready Campus Initiative,
North Dakota State University, Fargo, ND
2006-2009 Lecturer/Internship Coordinator, North Dakota State University, Fargo, ND
2006-2008 Disaster Resistant University Project Coordinator, North Dakota State University,
Fargo, ND
2003-Present Owner/Consultant, CC Consulting, West Fargo, ND
2003-2006 Adjunct Instructor, North Dakota State University, Fargo, ND
2003-2004 Business Continuity Planner, Cass County, ND
2000-2003 Owner/Operator, Dakota Baskets, Kindred, ND
1997-2001 Sign Language Interpreter, Kindred School District, Kindred, ND
1995-1998 Attorney, licensed & practiced in state and federal court in CA

- 1994-1995 Certified Law Clerk, Orange County District Attorney's Office, CA
 1989-1990 Chairman, Liberty Village Ad Hoc Committee, Victorville, CA

FELLOWSHIPS, HONORS AND AWARDS

- 2022 Presidential Citation - for long-standing history of professionalization efforts
 International Association of Emergency Managers - USA
- 2021 Kay C. Goss Innovation and Technology Award
 Arkansas Tech University Department of Emergency Management
- 2019 Distinguished Educator Award
 Blue Key National Honor Society, North Dakota State University
- 2017 The Spectrum's 17 of 2017
The Spectrum, North Dakota State University
- 2015 Student Chapter Advisor of the Year Award
 International Association of Emergency Managers - USA
- 2014 Academic Recognition Award (NDSU Department of Emergency Management)
 International Association of Emergency Managers - USA
- 2013 AHSS College Service Award
 North Dakota State University
- 2011 Student Chapter of the Year Award (Organization Advisor)
 International Association of Emergency Managers - USA
- 2009 The Golden Pen Award
 The Forum, Fargo, ND
- 2008 Jeff & Pat Reynolds Award
 Department of Sociology, Anthropology, and Emergency Management, NDSU
- 2008 Apple Polisher Award
 NDSU Bison Ambassadors
- 2004 International Association Emergency Managers (IAEM) Scholarship
 IAEM Scholarship Commission
- 2002-2006 Graduate Assistantship Award
 Department of Sociology, Anthropology, and Emergency Management, NDSU
- 1993-1995 Distinguished Student Award
 Western State University, Fullerton, CA
- Bar Stipend Award
 Orange County Women Lawyers' Association, Orange County, CA

*Carol L. Cwiak, J.D., Ph.D.
 August 2023*

Best Oralist, Best Team, Ferguson Moot Court
Western State University, Fullerton, CA

Delta Theta Phi Law Fraternity
Western State University, Fullerton, CA

1991-1992 Phi Theta Kappa Honor Society
Victor Valley College, Victorville, CA

PUBLICATIONS

Refereed Journal Articles

Cwiak, C. L. (2023). Kaua'i's pandemic response and recovery: Addressing the wicked problem of houselessness in a sustainable manner. *Journal of Security, Intelligence & Resilience*, 15(1), 1-45.

Cwiak, C.L. (2019). Framing higher education and disciplinary efforts through a professionalization lens. *Journal of Emergency Management*, 17(1), 61-66.

Cwiak, C.L., Campbell, R., Cassavechia, M.G., Haynes, C., Lloyd, L.A., Brockway, N., Navarini, G.O., Piatt, B.E., & Senger, M. (2017). Emergency management leadership in 2030: Shaping the next generation meta-leader. *Journal of Emergency Management*, 15(2), 81-97.

Cwiak, C.L. (2014). Increasing access and support for emergency management higher education programs. *Journal of Emergency Management*, 12(5), 367-377.

Cwiak, C.L. (2014). Understanding where policies and decisions can go wrong: Utilising a 360 analysis model as a proactive reputation management strategy. *Journal of Business Continuity & Emergency Planning*, 7(4), (pp. 324-334).

Cwiak, C.L. (2011). Framing the future: What should emergency management graduates know? *Journal of Homeland Security and Emergency Management*, 8 (2).

Refereed Book Chapters

Cwiak, C.L. (2014). Professionalization: An academic's perspective. In J. Trainor and T. Subbio (Eds.), *Critical issues in disaster science and management: A dialogue between researchers and practitioners* (pp. 392-404). Washington, DC: FEMA

Cwiak, C.L. & Goss, K.C. (2014). Professionalization: Bridging the divide. In J. Trainor and T. Subbio (Eds.), *Critical issues in disaster science and management: A dialogue between researchers and practitioners* (pp. 415-425). Washington, DC: FEMA.

Invited Book Chapters and Contributions

Cwiak, C.L. (2022). Business continuity and crisis management: Advancing an academic discipline to serve a profession. In E. Stern (Ed.), *The Oxford Encyclopedia of Crisis Analysis*.

Cwiak, C.L. (2020). Foreword. In D. Etkin (Author), *The Ethical Emergency Manager: Issues, Morality and Dilemmas*.

Cwiak, C.L. (2011). Next steps in emergency management's professionalization process: Who will be the gatekeeper of the profession of emergency management? In J.A. Hubbard (Ed.), *Challenges of emergency management in higher education: Planning and strategies* (pp. 9-18). Fairfax, VA: Public Entity Risk Institute.

Cwiak, C.L. (2010). Emergency management higher education: A snapshot of the community. In J.A. Hubbard (Ed.), *Integrating emergency management studies into higher education: Ideas, programs, and strategies* (pp. 59-84). Fairfax, VA: Public Entity Risk Institute.

Cwiak, C.L. & Willett, S. (2009). Strengthening the emergency management higher education community: Addressing the challenges inherent in internal and external validity. In J.A. Hubbard (Ed.), *Ideas from an emerging field: Teaching emergency management in higher education* (pp. 101-114). Fairfax, VA: Public Entity Risk Institute.

Cwiak, C.L. (2008). Emergency management higher education: Demographics, projections and challenges. In J.A. Hubbard (Ed.), *Emergency management in higher education: Current practices and conversation* (pp.139-154). Fairfax, VA: Public Entity Risk Institute.

Encyclopedia Contribution

Cwiak, C. L. & Klenow, D.J. (2008). Emergency management professionals. In G. Goreham (Ed), *Encyclopedia of rural America: The land and the people* (pp. 318-322). Millerton, NY: Grey House Publishing.

Research Reports

Etkin, D., Rubin, O., Smith, S., Adams, A., Baekkeskov, E., Cwiak, C., Dalgo, A. Hasson, E., Smith, R., Timmerman, P., Upshur, R. (2022). *Report of the Exploring Ethics Roundtable*.

Cwiak, C.L. (2016). *Emergency management higher education: Where do we stand? 2016 FEMA Higher Education Program Report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2016). *NDSU campus safety and security report*. North Dakota State University.

Cwiak, C.L. (2015). *Advancing higher education efforts: 2015 FEMA Higher Education Program report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C. L., Avon, N., Kellen, C., Mott, P. C., Niday, O. M., Schulz, K. M., & Webb Jr, T. B. (2015). *The new normal: The direct and indirect impacts of oil drilling and production on the emergency management function in North Dakota*. Available at: https://www.ndsu.edu/fileadmin/emgt/FINALThe_New_Normal_January_2015_a.pdf.

Cwiak, C.L. (2014). *Emergency management higher education today: The 2014 FEMA Higher Education Program report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2012). *Shaping the future: A status report on emergency management higher education - 2012 FEMA Higher Education Program report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2011). *Emergency management higher education: A status report; 2011 FEMA Emergency Management Higher Education report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2010). *Emergency management higher education: A status report; 2010 FEMA Emergency Management Higher Education report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2010). *The emergency management professionalization process: Power, dependence and identity*. Available at: <http://training.fema.gov/EMIWeb/edu/highpapers.asp>.

Cwiak, C.L. (2009). *2009 Body of knowledge report: The practitioner's viewpoint*. Available at: <http://training.fema.gov/EMIWeb/edu/readinglist.asp>.

Cwiak, C.L. (2008). *Emergency management education: A status report. 2008 FEMA Emergency Management Higher Education Program report*. Available at: <http://www.training.fema.gov/emiweb/edu/surveys.asp>.

Cwiak, C.L. (2008). *2008 Body of knowledge report: Emergency management higher education programs' "must reads"*. Available at: <http://training.fema.gov/EMIWeb/edu/readinglist.asp>.

Cwiak, C.L. (2007). *Issues, principles and attitudes - oh my! Examining perceptions from select academics, practitioners and consultants on the subject of emergency management*. Available at: <http://www.training.fema.gov/EMIWeb/edu/emprinciples.asp>.

Cwiak, C.L. (2007). *The face of emergency management education: 2007 FEMA Emergency Management Higher Education Program report*. Available at: <http://www.training.fema.gov/emiweb/edu/surveys.asp>.

Cwiak, C.L. (2007). *2007 Body of knowledge report: The practitioner's viewpoint*. Available at: <http://www.training.fema.gov/EMIWeb/edu/readinglist.asp>.

Cwiak, C. (2006). *2006 Body of knowledge report*. Available at: <http://www.training.fema.gov/EMIWeb/edu/readinglist.asp>.

Cwiak, C., Cline, K. & Karlgaard, T. (2004). *Emergency management demographics: What can we learn from a comparative analysis of IAEM respondents and rural emergency managers?* Available at: <http://www.training.fema.gov/emiweb/edu/surveys.asp>.

Cwiak, C., Cline, K. & Karlgaard, T. (2004). *Emergency management attitudes: What can we learn from a comparative analysis of IAEM respondents and rural emergency managers?* Available at: <http://www.training.fema.gov/emiweb/edu/surveys.asp>.

Academic-Practitioner Publications

Harshman, C., Cwiak, C.L., and Fitzgerald, K. (2022). The code of ethics and professional conduct for emergency management professionals. *IAEM Bulletin*.

Cwiak, C.L. (2022). FEMA's most significant contribution to emergency management professionalization efforts. *IAEM Bulletin*.

Cwiak, C.L. (2022). Forging our own path: Emergency management's pathway to power. *IAEM Bulletin*.

Cwiak, C.L. (2021). The CEM should recognize experience, expertise, and professional contributions. *IAEM Bulletin*.

Cwiak, C.L., Brinkman, J., & NDSU students in Disaster Preparedness. (2020). Covid-19 tip sheets.

Cwiak, C.L. & Garrett, K. (2019). Ending the false equivalence: Education and experience were never an either/or proposition. *IAEM Bulletin*.

Cwiak, C.L. (2016). Bakken oil: What have we learned and what will we do differently next time? *Ask a Researcher, North Dakota Compass*. Available at <http://www.ndcompass.org/trends/ask-a-researcher/>.

Cwiak, C.L. (2015). What is the emergency management takeaway from North Dakota's new normal? *WCDM Connect*. Available at <http://www.wcdm.org/blog/what-is-the-emergency-management-takeaway-from-north-dakota-s-new-normal.html>.

Cwiak, C.L. & Kiltz, L. (2012). Walking the walk: A gap analysis of emergency management's efforts to increase diversity in the field. *IAEM Bulletin*.

Cwiak, C.L. (2011). A royal flush: Stacking the deck for success in EM. *IAEM Bulletin*.

Cwiak, C. L. (2011). The pivotal role of FEMA's Higher Education Program in the emergency management professionalization process. *PERISCOPE*. Available at: <http://www.riskinstitute.org/peri/content/view/1140/5/>.

Cwiak, C.L. (2010). Many faces, one identity. *IAEM Bulletin*.

Cwiak, C.L. (2008). Changing the investment strategy: Where our preparedness dollars should be going. *IAEM Bulletin*.

Cwiak, C.L. (2008). EM education: Partnering academics and practice. *IAEM Bulletin*.

Cwiak, C. (2005). Bringing practitioners into the fold: Practical suggestions for successfully bridging the divide between students and practitioners. Available at: <http://www.training.fema.gov/EMIWeb/edu/pracpaper.asp>.

Creative Activities/Resource Development

Cwiak, C.L. (Co-chair of Code of Ethics Subcommittee, FEMA Higher Education Ethics Special Interest Group). (2023). *Code of Ethics and Professional Conduct for Emergency Management Professionals* (https://www.ndsu.edu/fileadmin/emgt/Code_of_Ethics_and_Professional_Standards_of_Conduct_for_Emergency_Management_Professionals_2023_final.pdf). As co-chair of the Special Interest Group subcommittee, I shepherded the development, vetting, publication, and onboarding of this effort. This was a multi-year project, and this document now serves as an artifact of the emergency management community that will be used in professionalization efforts.

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Cwiak, C.L. (Invited member). *Exploring Ethics Roundtable* (2022). International gathering at Roskilde University in Denmark. The work of this group is ongoing and includes an ethics model, case studies, and other resources that aid in the application of ethics in emergency management practice.

Walsh, W., Cwiak, C.L., Greer, A., Goss, K., Jensen, J., Jensen, S., Knox, C., Kushma, J., Landahl, M., & Ramsay, J. (2017). *Report from the higher education discipline focus group: Lessons learned from attendance at the 2017 American Education Research Association (AERA) conference*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2016). *Focusing on synergy: Connectivity, outreach, and identity*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Feldmann-Jensen, S., Jensen, S., Maxwell-Smith, S., Bennett, D., Carter, S. Cwiak, C., Phelps, J. & Schwartz, R. (2016). *The next generation emergency management core competencies*. Emergency Management Higher Education Program. Federal Emergency Management Agency. Available at <http://training.fema.gov/hiedu/emcompetencies.aspx>.

Cwiak, C. L. (2014). *Emergency management and continuity of operations considerations: A faculty guide*. Available at: http://www.ndsu.edu/fileadmin/ahss/EMGT_Faculty_Guide_2014.pdf.

Cwiak, C. L. (2014). *Synergy between training and education: Advancing the dialogue and the efforts; Training and Education Synergy Focus Group Report*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C. L. (2012). *Curriculum outcomes measurement table*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Jaffin, R. D., Berry, R. T., Carter, S. S., Cwiak, C. L., McEntire, D. A., Mosser, M. E., Springer, C. G. & Waugh, W. L., Jr. (2011). *Curriculum outcomes*. Available at: <http://training.fema.gov/EMIWeb/edu/>.

Cwiak, C.L. (2009). *Quick start guide: Pandemic planning for businesses*. Available at: https://www.ndsu.edu/fileadmin/emgt/Quick_Start_Guide_-_Pandemic_Planning_for_Businesses.pdf.

Blanchard, B.W., Canton, L.G., Cwiak, C.L., Goss, K.C., McEntire, D.A., Newsome, L., Selves, M.D., Sorchik, E.A., Stenson, K., Turner, J.E., Waugh, W.L., Jr. & West, D. (2007). *The principles of emergency management*. Available at: <http://www.training.fema.gov/EMIWeb/edu/emprinciples/>.

INVITED AND JURIED LECTURES, SEMINARS AND PRESENTATIONS

Cwiak, C.L. (Keynote – October 3, 2023). Code of Ethics and Professional Conduct for Emergency Management Professionals. TC Energy EM Conference.

Cwiak, C.L. (Moderator - 2023). The Ethics of Scarce Resource Allocation and Prioritization: Concepts and Teaching Techniques (Panel). FEMA Higher Education Symposium.

Harshman, C., Cwiak, C.L., and Fitzgerald, K. (2022). Advancing professionalization: The code of ethics and professional conduct for emergency management professionals. International Association of Emergency Managers 70th Annual Conference.

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- Cwiak, C.L. & Harshman, C. (2022). The code of ethics and professional standards of conduct. IAEM-USA Region 1.
- Cwiak, C.L. (2022). Kaua‘i’s pandemic response and recovery: Addressing the wicked problem of houselessness in a sustainable manner. Roundtables to Resilience.
- Cwiak, C.L. (2022). Kaua‘i’s pandemic response and recovery: Addressing the wicked problem of houselessness in a sustainable manner. FEMA Higher Education Symposium.
- Smith, S., Cwiak, C.L., Feldman-Jensen, S., Adams, A., and Johnson, C. (2022). The code of ethics and professional standards of conduct. FEMA Higher Education Symposium.
- Cwiak, C.L. (2021). Panel Member. EMBark career and emerging professionals’ day. International Association of Emergency Managers 69th Annual Conference.
- Cwiak, C.L. (2021). Code of ethics and professional standards for emergency management professionals (poster presentation). International Association of Emergency Managers 69th Annual Conference.
- Feldmann-Jensen, S., Smith, S., Jensen, S., and Cwiak, C.L. (2021). Code of ethics and professional standards for emergency management: FEMA special interest group - presentation of draft. Center for Homeland Defense and Security (CHDS) Summit.
- Cwiak, C.L. (2021) Ethics and professionalization in emergency management. Public Private Partnership Caucus, IAEM.
- Cwiak, C.L. (2021). Emergency management: Our strengths. Our weaknesses. Our future. IAEM Reimagined Encore Conference.
- Cwiak, C.L. & Garrett, K. (2020). Advancing the profession: Focusing on the EM career pathway to define learning, growth, leadership and contribution throughout your career. International Association of Emergency Managers 68th Annual Conference.
- Cwiak, C.L. & Garrett, K. (2019). Ending the education vs. experience debate: Education’s role in the emergency management career pathway. International Association of Emergency Managers 67th Annual Conference.
- Cwiak, C.L. (2019). Creating change agents: Developing leadership skills in the classroom. FEMA 21st Annual Higher Education Symposium, Emmitsburg, MD.
- Cwiak, C.L. & Kirkpatrick, S. (2019). Career pathway success: It starts on day one. FEMA 21st Annual Higher Education Symposium, Emmitsburg, MD.
- Cwiak, C.L. (2017). Focus group integration overview. FEMA 19th Annual Higher Education Symposium, Emmitsburg, MD.
- Jensen, J., Knox, C., Jensen, S. Cwiak, C.L., Goss, K., & Landahl, M. (2017). Discipline focus group report (breakout). FEMA 19th Annual Higher Education Symposium, Emmitsburg, MD.

- Cwiak, C.L., Clark, C., Virgil, L., Jensen, J.A., Kushma, J. & McEntire, D.A. (2016). Training and education synergy. FEMA 18th Annual Higher Education Conference, Emmitsburg, MD.
- Feldmann-Jensen, S., Jensen, S., Maxwell-Smith, S., Bennett, D., Carter, S. Cwiak, C., & Schwartz, R. (2016). The next generation emergency management core competencies. FEMA 18th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2016). Emergency management higher education: Where do we stand? 2016 FEMA Higher Education Program report. FEMA 18th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2016). Preparing students to succeed: integrating soft skill development into the curriculum. Arkansas State University, Jonesboro, AR.
- Cwiak, C.L. (2015). About North Dakota State University's Department of Emergency Management. North Dakota Emergency Management Association Conference, Bismarck, ND.
- Cwiak, C.L. & Mortenson, K. M. (2015). The impacts of oil on the emergency management function. World Conference on Disaster Management, Toronto, CA
- Cwiak, C.L. (2015). Emergency management higher education today: The 2015 FEMA Higher Education Program survey. FEMA 17th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C. L., Avon, N., Kellen, C., Mott, P. C., Niday, O. M., Schulz, K. M., & Webb Jr, T. B. (2015). The new normal: The direct and indirect impacts of oil drilling and production on the emergency management function in North Dakota. North Dakota State University, Fargo, ND.
- Cwiak, C.L. (2014). Preparing students to meet employers' wish lists: Integrating soft-skill development into the emergency management curriculum. FEMA 16th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2014). Practitioners as generalists or specialists: Options and implications for higher education (panel). FEMA 16th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2014). Emergency management higher education today: The 2014 FEMA higher education program survey. FEMA 16th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2013). Making decisions about crisis management: Do you have the necessary framework to succeed? American Council on Education: Regional Women's Leadership Forum, Fargo, ND.
- Cwiak, C.L. (2013). Emergency preparedness and response. NDSU pharmacy seminar - public health essentials for the pharmacist., Fargo, ND.
- Cwiak, C.L. (2012). The state of emergency management higher education programs – 2012. FEMA 15th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2012). Utilizing curriculum outcomes to develop, evaluate, enhance, and validate emergency management degree programs. FEMA 15th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L., McEntire, D., Schwartz, R., and Willett, S. (2012). Emergency management accreditation programs: Are any right for you? FEMA 15th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2012). The top five things emergency management students should know. International Association of Emergency Managers 60th Annual Conference.

Cwiak, C.L. (2011). The value of teen community response team training, and how it can aid first responders and their community. Eighth Annual Summit on Emergency and Disaster Planning for Colleges, Universities and K-12 Schools, Toronto, Canada.

Cwiak, C.L. (2011). Incorporating business continuity coursework into your curriculum: Tips, tools, and techniques. 14th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2011). FEMA Higher Education Program: Program and body of knowledge report. FEMA 14th Annual Higher Education Conference, Emmitsburg, MD.

Jaffin, R. D., Berry, R. T., Carter, S. S., Cwiak, C. L., McEntire, D. A., Mosser, M. E., & Waugh, W. L., Jr. (2011). Curriculum mapping. FEMA 14th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2010). The professionalization of emergency management. Emergency Planning, Preparedness, Training and Education for Colleges and Universities, FEMA Emergency Management Institute, Emmitsburg, MD.

Cwiak, C.L. (2010). Developing emergency managers of the future. Emergency Planning, Preparedness, Training and Education for Colleges and Universities, FEMA Emergency Management Institute, Emmitsburg, MD.

Cwiak, C.L. (2010). Principles of emergency management independent study course development. FEMA 13th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2010). FEMA Higher Education Program: Program and body of knowledge report. FEMA 13th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2010). Emergency management for higher education: U.S. Department of Education resources and grantee highlights from North Dakota State University. FEMA 13th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. & Walter, M. (2010). Engaging youth through Teen CERT. North Dakota League of Cities, Bismarck, ND.

Cwiak, C.L. & Lepp, S. (2010). Building a better prepared community: The potency of Teen CERT.

CERT Strategies for Success Conference, ND Citizen Corps, Bismarck, ND.

Cwiak, C.L. (2009). Emergency preparedness on your campus: Are you ready? Upper Midwest Association of Collegiate Registrars and Admissions Officers Annual Conference, Fargo, ND.

Cwiak, C.L. (2009). The right message, at the right time, to the right audience: Maximizing youth awareness and education programs. World Conference on Disaster Management, Toronto, Canada.

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- Cwiak, C.L. (2009). Integrating emergency management & homeland security higher education programs. FEMA 12th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2009). Body of knowledge report. FEMA 12th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2009). FEMA Emergency Management Higher Education Program report. FEMA 12th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2009). Teaching business continuity & crisis management: The role of active learning. FEMA 12th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). Continuity of operations planning for businesses. Grand Forks Public Health Conference, Grand Forks, ND.
- Cwiak, C.L. & Willet, S. (2008). Fake it till you make it: Emergency management education's struggle for internal and external validity. FEMA 11th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). Body of knowledge report. FEMA 11th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). FEMA Emergency Management Higher Education Program report. FEMA 11th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). Keys to success: Utilizing student-focused strategies. FEMA 11th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). Emergency management: Building sustainable communities. Center for Homeland Defense and Security, Shepardstown, WV.
- Cwiak, C.L. (2008). Continuity of operations planning for business: Helping your business survive a pandemic influenza event. North Dakota Department of Emergency Services, Bismarck, ND.
- Cwiak, C.L. (2007). Justifying our existence and evolution: Emergency management's role in sustainable communities. IAEM Annual Conference, Reno, NV.
- Cwiak, C.L. (2007). Clarifying our identity from the inside-out: The principles and doctrine of emergency management. Indiana's Conference on Homeland Security and Emergency Management, Indianapolis, IN.
- Cwiak, C. L. (2007). Body of knowledge report. FEMA 10th Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C. L. (2007). Survey of collegiate emergency management programs. FEMA 10th Annual Higher Education Conference, Emmitsburg, MD.
- Canton, L.G., Cwiak, C.L., Goss, K.C., McEntire, D.A., Newsome, L., Selves, M.D. & Waugh, W.L., Jr. (2007). Emergency management core principles and doctrine project. FEMA 10th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C. L. (2006). Body of knowledge report. FEMA 9th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2006). NDSU Emergency Management internship program. North Dakota Emergency Management Association Conference, Grand Forks, ND.

Cwiak, C.L. (2006). Planning for the worst: The importance of business continuity planning. North Dakota Safety and Health Conference, Fargo, ND.

Cwiak, C. & Youngs, G. A., Jr. (2005). Just beyond the naked eye: Utilizing chaos theory as a tool for understanding emergency management. Great Plains Sociological Association Conference, Sioux Falls, SD.

Cwiak, C. (2005). Bridging the gap between practitioners and academics. North Dakota Emergency Management Association Conference, Jamestown, ND.

Cwiak, C. (2005). Experience vs. education: Bringing practitioners into the fold. FEMA 8th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C. (2004). Emergency management student satisfaction survey. FEMA 7th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C. (2004). Preliminary survey results on emergency management attitudes and demographics. FEMA 7th Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C. (2004). Partnering for community sustainability. Contingency Planning & Management Conference, Las Vegas, NV.

Cwiak, C. (2003). Demographics and attitudes of emergency managers. IAEM Annual Conference, Orlando, FL.

OTHER PRESENTATIONS AND INTERVIEWS

Cwiak, C.L. (ongoing). Guest presentations and media interviews on emergency management and teaching topics. NDSU classes and organizations, local schools, community organizations and NDSU administrators.

Cwiak, C.L. (2022). Emergency management leadership and professionalization. Theory-N2-Practice

Cwiak, C.L. (2020). Emergency management degree enhancement and change. EM Student Podcast.

Cwiak, C.L. (2020). Emergency management professionalization mentoring. EM Student Podcast.

Cwiak, C.L. (2020). Emergency management professionalization. EM Student Podcast.

Cwiak, C.L. (2020). Communicating in a crisis. *School CEO*.

Cwiak, C.L. (2020). Communicating Covid-19: Build agency. *School CEO*.

Cwiak, C.L. & Stoddard, J. (2020). NDSU VALOR. Military Affairs Committee, Fargo Moorhead West Fargo Chamber of Commerce, Moorhead, MN.

Cwiak, C.L. (2016). The bliss of managing risk. NDSU, Fargo, ND.

Cwiak, C.L. (2014). The practical application of emergency management: The top ten things realtors should know & do. FM Realtors Meeting, Fargo, ND.

Cwiak, C.L. (2014). West Acres Mall: Tenant briefing. West Acres Mall Tenant Meeting, Fargo, ND.

Cwiak, C.L. (2013). Plan to stay afloat. Fargo Rotary, Fargo, ND.

Cwiak, C.L. (2011). Do you have your ducks in a row? Preparing for the potential impact of the spring flood at home and at work. NDSU Staff Senate Staff Development, North Dakota State University, Fargo, ND.

Cwiak, C.L. & Wilson, P. (2010). Going to extremes. NDSU Staff Senate Staff Development, North Dakota State University, Fargo, ND.

Cwiak, C.L. (2010). Partnering for a better prepared community: How can your chapter assist in community emergency and disaster preparedness, response and relief?" North Dakota Lions State Convention, Grand Forks, ND.

Cwiak, C.L. & Lepp, S. (2010). Sink or swim? Information & volunteer management: 2009 and beyond. Fargo/Moorhead Chamber of Commerce, Fargo, ND.

Cwiak, C.L. (2009). Beyond making a kit and getting a plan. Honors Day Brunch, College of Arts, Humanities & Social Sciences, North Dakota State University, Fargo, ND.

Cwiak, C.L. (2008). School crisis planning (panel presentation). North Dakota State University, Fargo, ND.

Cwiak, C.L. (2007). Emergency management truisms. Ben Franklin Junior High, Fargo, ND.

Cwiak, C.L. (2007). Disaster Resistant University plan review. North Dakota State University, Fargo, ND.

Cwiak, C.L. (2007). North Dakota Prepared! Calendar & educational project. North Dakota Department of Emergency Services Advisory Committee, Bismarck, ND.

Cwiak, C.L. (2006). NDSU Disaster Resistant University. North Dakota State University, Fargo, ND.

Cwiak, C.L. (2006). NDSU Emergency Management Program. Facilities Management Association, Fargo, ND.

GRANTS & FUNDED RESEARCH

Funded

- 2021 Kauai Pandemic Response and Recovery - \$10,000
Higher Education Program, National Training and Education Division (NTED)
Federal Emergency Management Agency
- 2009 Ready Campus Initiative Grant Proposal - \$412,352
U.S. Department of Education Grant (EMHE)
North Dakota State University, Fargo, ND
- 2007 North Dakota Prepared! Calendar Project -\$24,000
Hazard Mitigation Grant Program, North Dakota Department of Emergency Services
Cass County Emergency Management, Fargo, ND

Pending

- 2023 Impact Award Grant - \$75,000
Strategies for Resilience: Innovative Problem-Solving for FEMA
Alumni Foundation, North Dakota State University, Fargo, ND

Unfunded

- 2015 Center for Aging (working title) – final amount undetermined – up to \$1 million
Grand Challenge Initiative (review suspended indefinitely)
North Dakota State University, Fargo, ND
- 2015 Sustainable Communities (working title) – final amount undetermined – up to \$1 million
Grand Challenge Initiative (review suspended indefinitely)
North Dakota State University, Fargo, ND
- 2015 NDSU Military and Veteran Student Success - \$80,000
NDSU Strategic Planning Grant
North Dakota State University, Fargo, ND
- 2015 NDSU Center of Excellence for Veteran Success - \$365,893
U.S. Department of Education Grant (FIPSE-CEVSS)
North Dakota State University, Fargo, ND
- 2014 Operation Promise - \$3,128,933
Fund for the Improvement of Postsecondary Education (FIPSE)--
First in the World Program (FITW) (Internal competition)
North Dakota State University, Fargo, ND
- 2012 Americorps Partnership Grant
Collaborative partner
University of North Dakota and North Dakota State University

- 2012 Meeting Women’s Educational Goals - \$4.5 million
USAID
Collaborative partner
North Dakota State University, Fargo, ND
- 2008 West Fargo Schools Preparedness Initiative-\$100,000
U.S. Department of Education Grant (REMS)
Grant Writer
West Fargo School District, West Fargo, ND
- 2007 West Fargo Schools Preparedness Initiative-\$100,000
U.S. Department of Education Grant (REMS)
Grant Writer
West Fargo School District, West Fargo, ND

EMERGENCY MANAGEMENT CAMPUS AND COMMUNITY ACTIVITIES

- 2021 Gap Analysis and Assessment
Gate City Bank
Fargo, ND
- 2020 Crisis Management Plan (and Pandemic Policy and Crisis Communications)
E.W. Wylie Trucking
West Fargo, ND
- 2020 Pandemic Planning, Reporting, and Response Priorities Guide
North Dakota Long Term Care Association
Fargo, ND
- 2018 Training and Tabletop Exercise
North Dakota State University - Institutional Animal Care & Use Committee
Fargo, ND
- 2017 Safety, Security, and Operational Resilience Assessment
North Dakota State University - Institutional Animal Care & Use Committee
Fargo, ND
- 2017 Public Health Preparedness Panel
Fargo-Cass Public Health
Fargo, ND
- 2016 Safety, Security, and Operational Resilience Assessment
E.W. Wylie
West Fargo, ND
- 2016 Emergency Management/Business Continuity Assessment
City of West Fargo
West Fargo, ND

- 2015 Emergency Management and Continuity of Operations Planning
Churches United Homeless Shelter
Moorhead, MN
- 2015-Present Emergency Management and Continuity of Operations Planning
Institutional Animal Care and Use Committee, North Dakota State University
Fargo, ND
- 2015 Continuity of Operations Planning
Moorhead Public Schools
Moorhead, MN
- 2014 Impacts of Oil on the Emergency Management Function
State and Counties of North Dakota (Emergency Management)
- 2009-2014 Teen CERT
Cass County, ND and Clay County, MN
- 2008- 2013 Emergency Preparedness Expo
North Dakota State University, Fargo, ND
- 2007 Duck Disaster Campaign
Community Toolbox for Emergency Preparedness, Fargo, ND
- 2006-Present Business Continuity and Crisis Management Team Gap Analysis Reports
Cass County, ND and Clay County, MN

COURSE OFFERINGS – TEACHING AND SUBJECT MATTER EXPERTISE

- 2020 Course Development Focus Group
Planning Practitioner Program
Emergency Management Institute, Emmitsburg, MD
- 2017-2022 Program Development and Evaluation
FEMA National Emergency Management Executive Academy
Emergency Management Institute, Emmitsburg, MD
- 2016 Course Instruction (All institutions - one day offering)
Integrating Emergency Management into Your Institution
FEMA Higher Education Symposium
Emergency Management Institute, Emmitsburg, MD
- 2015 Course Development
Business Continuity and Crisis Management
University of Modern Sciences, Dubai, UAE

- 2015 Course Instruction (All institutions - one day offering)
Integrating Emergency Management into Your Institution
FEMA Higher Education Symposium
Emergency Management Institute, Emmitsburg, MD
- 2014 Course Instruction (All institutions - one day offering)
Integrating Emergency Management into Your Institution
FEMA Higher Education Symposium
Emergency Management Institute, Emmitsburg, MD
- 2013 Course Instruction (Historically Black Colleges and Universities)
Integrating Emergency Management into Your Institution
Emergency Management Institute, Emmitsburg, MD
- 2012 Course Instruction (Tribal Serving Institutions)
Integrating Emergency Management into Your Institution
Emergency Management Institute, Emmitsburg, MD
- 2012 Course Instruction (Hispanic Serving Institutions)
Integrating Emergency Management into Your Institution
Emergency Management Institute, Emmitsburg, MD
- 2012 Course Instruction
Emergency Management Professionals Program – Leader’s Academy
Emergency Management Institute, Emmitsburg, MD
- 2011 Course Instruction (Historically Black Colleges and Universities)
Integrating Emergency Management into Your Institution
Center for Domestic Preparedness, Anniston, AL
- 2011 Subject Matter Expert, FEMA Course Development
Integrating Emergency Management into Your Institution
Emergency Management Institute, Emmitsburg, MD
- 2010 Course Instruction
Multi-Hazard Emergency Planning for Universities
North Dakota State University, Fargo, ND
- 2010 Subject Matter Expert, FEMA Course Development
Multi-Hazard Emergency Planning for Universities (Executive Level)
Emergency Management Institute, Emmitsburg, MD
- 2009 Subject Matter Expert, FEMA, Strategic Foresight Initiative
Emergency Management Institute, Emmitsburg, MD
- 2009 Subject Matter Expert, FEMA Course Development
Principles of Emergency Management
Emergency Management Institute, Emmitsburg, MD

2008 Subject Matter Expert, FEMA Course Development
Multi-Hazard Emergency Planning for Universities
Emergency Management Institute, Emmitsburg, MD

OTHER EDUCATION, TRAINING AND EXERCISE EXPERIENCE

2016 FEMA Executive Academy, Cohort IV
Emergency Management Institute, Emmitsburg, MD

2010 EMAP Accreditation Manager
Emergency Management Institute, Emmitsburg, MD

2010 EMAP Assessor Training
Emergency Management Institute, Emmitsburg, MD

2008 Faculty Development Workshop, Center for Homeland Defense and Security
Naval Postgraduate School, Monterey, California

2008 Community Emergency Response Team Training (CERT)
North Dakota State University, Fargo, ND

2008 Exercise Evaluator (University Operational Response -Tabletop)
North Dakota State University, Fargo, ND

2008 NIMS Training (300-400)
Fargo-Cass Emergency Management, Fargo, ND

2007-2008 Conference Planning Team Coordinator
FEMA Emergency Management Higher Education Conference
Emergency Management Institute, Emmitsburg, MD

2006-2010 Expanding Your Horizon's Emergency Management Exercise
North Dakota State University, Fargo, ND

2005 Preparedness and Response to Agricultural Terrorism
Department of Homeland Security, Fargo, ND

2005 NIMS Training
ND League of Counties, Fargo, ND

2005 Certification, Multi-Hazard Emergency Planning for Schools Trainer
Emergency Management Institute, Emmitsburg, MD

2005 North Dakota Multi-Hazard Emergency Planning for Schools
Jamestown, ND

2005 Integrated Emergency Management Course -900 (IEMC)
Emergency Management Institute, Emmitsburg, MD

- 2004-Present FEMA Emergency Management Higher Education Conference
Emergency Management Institute, Emmitsburg, MD
- 2004-2012 CERT Trainer
Fargo/Cass County, ND
- 2003-2014 Boy's State Exercise Development and Facilitation
NDSU and North Dakota Department of Emergency Services, Wahpeton, ND
- 2003 Certification, Disaster Resistant Jobs Trainer
Emergency Management Institute, Emmitsburg, MD
- 2003 Certification, Community Emergency Response Team Trainer
Federal Emergency Management Agency
- 2003 Principles of Emergency Management Course
Emergency Planning Course
State Hazard Mitigation Planning Course
Disaster Response and Recovery Course
North Dakota Division of Emergency Management

SERVICE

Review Activities

- 2020-Present Reviewer, *Journal of Emergency Management* (COVID-19 and Mental Health)
- 2020 Textbook Proposal Reviewer, Elsevier
- 2015-Present Reviewer, *Natural Hazards Review*
- 2012-Present Reviewer, *International Journal of Mass Emergencies and Disasters*
- 2012-Present Reviewer, *International Journal of Disaster Reduction*
- 2012-Present Reviewer, *Disasters*
- 2008-2011 Textbook Proposal Reviewer, CRC Press

University Activities

- 2023-2024 Member, Faculty Senate Budget Committee
- 2017-2020 Member, Faculty Senate Budget Committee
- 2016-Present Advisory Board Member and Lead Institutional Contact, VALOR
- 2015-2018 Advisor, American Legion Post 400, NDSU

2015-2017	Member, Faculty Grievance Special Review Committee
2015-2017	Member, Faculty Senate
2015-2017	Member, Records Management Task Force
2015	Committee Member, Endowed Professorship Awards Committee
2014-2015	Member, Parking Appeals Board
2013-2014	Lead Member, Great Plains Innovation Alliance, Provost's Office
2011-2018	Member, FORWARD Academic Leadership Development
2011	Participant, Performance Task Academy
2009-2011	Mentor, Residence Life (Dinan Hall)
2009-2011	Member, Crisis Management Response Team
2006-Present	Advisor, Emergency Management Student Association

College Activities

2022	Committee Member, Interim Dean Selection Committee
2022	Committee Member, Administrative Review Committee
2021	Committee Member, Administrative Review Committee
2015	Committee Member, Administrative Review Committee
2015	Committee Member, Challenge Grants and Dean's Fellows Review Committee
2014	Ready Faculty Initiative, Dean's Office
2013-Present	AHSS 189 – NDSU Emergency Management sessions
2011-2014	Committee Member, AHSS Awards Committee

Departmental Activities

2023-2024	Administrator, Department of Emergency Management and Disaster Science Website
2023-2024	Administrator, Department of Emergency Management and Disaster Science Facebook and Instagram

2015-Present Chair, Department of Emergency Management PTE Committee

2012-2019 Undergraduate Coordinator, Department of Emergency Management

2011-Present Administrator, Emergency Management Program Facebook Group

2010-2015 Committee Member, Faculty Search Committee

2009-Present Committee Member, Graduate Admission Committee

2006-Present Internship Coordinator, Department of Emergency Management

2006-2010 Webmaster, Emergency Management Program Site

Other Activities

2021-Present Manager, Climb & Lift LinkedIn Page

2016 -Present Administrator, VALOR Webpage, Facebook Group, and LinkedIn Page

2014-Present Co-Administrator, EM Meeting Place and Information Kiosk

2011-Present Administrator, Emergency Management Higher Education Facebook Group

PROFESSIONAL SERVICE POSITIONS AND COMMITTEE WORK

2022 Inaugural Member, Higher Education Academician Caucus
International Association of Emergency Managers

2022 Vice President, IAEM-USA Region 8
International Association of Emergency Managers

2021-Present Founding Member
Climb & Lift

2020 Dues and Funding Task Force
International Association of Emergency Managers

2020-Present Inaugural Member, Critical Infrastructure and Business Continuity Caucus
International Association of Emergency Managers (IAEM)

2019-Present Subcommittee Chair, Code of Ethics Special Interest Group
NETC, Emergency Management Institute, Emmitsburg, MD

2019- Present Member, Training and Education Committee
International Association of Emergency Managers (IAEM)

- 2016-2017 Information Sharing and Symposium Planning Special Interest Group
NETC, Emergency Management Institute, Emmitsburg, MD
- 2016-2017 Emergency Management Higher Education Data Collection Focus Group
NETC, Emergency Management Institute, Emmitsburg, MD
- 2015-2016 Next Generation Emergency Management Competencies: 2030
NETC, Emergency Management Institute, Emmitsburg, MD
- 2014-2017 Training and Education Synergy Work Group
NETC, Emergency Management Institute, Emmitsburg, MD
- 2012-2015 Advisory Board Member/Curriculum Advisor/Subject Matter Expert
Urban Assembly School of Emergency Management, New York City, NY
- 2012-2017 Higher Education Liaison, Training & Education Committee
International Association of Emergency Managers (IAEM)
- 2011 Curriculum Outcomes Work Group
NETC, Emergency Management Institute, Emmitsburg, MD
- 2011-2012 Vice Chair, Training & Education Committee
International Association of Emergency Managers (IAEM)
- 2010-2011 Conference Committee Training & Education Liaison
International Association of Emergency Managers (IAEM)
- 2009-2018 Executive Director
Emergency Management Higher Education Consortium (EMHEC)
- 2007-2022 Committee Member
Blanchard Award for Excellence in Emergency Management Higher Education
- 2007-2009 Roundtable Member, Emergency Management Principles/Doctrine Roundtable
NETC, Emergency Management Institute, Emmitsburg, MD
- 2006-2007 Private Sector Representative, Department of Emergency Services Advisory Committee
North Dakota Department of Emergency Services
- 2006-2008 Committee Member, IAEM Scholarship Committee
International Association of Emergency Managers (IAEM)
- 2003-Present Committee Member, IAEM Private Public Partnership Committee
International Association of Emergency Managers (IAEM)
- 2003-2008 President & Board Member
North Dakota InfraGard

- 1993-1995 Student Organizations Coordinator
Student Bar Association, Western State University
- Feature Writer, “*The Dictum*”
Western State University
- Featured Columnist, “*SBA Connections*”
Student Bar Association, Western State University
- 1993-1995 Project Director
Women’s Law Association, Western State University
- Executive Officer
Delta Theta Phi Law Fraternity, Western State University
- 1991-1992 Charter President
Phi Theta Kappa Society, Victor Valley College

OTHER PROFESSIONAL ORGANIZATIONAL AFFILIATIONS

- 2019-2022 Member
South Dakota Emergency Management Association
- 2016 Member
North Dakota United Leadership Council (NDSU)
- 2014-2017 Member
Association of Minnesota Emergency Managers
- 2009-Present Member
International Women in Emergency Management
- 2008-2017 Member, Training and Education Committee
International Association of Emergency Managers (IAEM)
- 2008-2016 Member
North Dakota InfraGard
- 2007- 2016 Member
EMPOWER, McLean, VA
- 2003-Present Member
International Association of Emergency Managers (IAEM)
- 2003-Present Member
North Dakota Emergency Management Association

2003-2006 Member
Great Plains Sociological Association

2005 Member
Critical Incident Think Tank, Northern Plains Ethic Institute

1995-2001 Member
California Bar Association

COMMUNITY COMMITTEE AND ORGANIZATIONAL AFFILIATIONS

2007-2010 Member
Fargo Lions Club, Fargo, ND

2006-2012 Member
West Fargo School District PTA, West Fargo, ND

2001-2004 President/Founder
Kindred Youth Alliance (KYA), Kindred, ND

2001-2003 Board Member
Fargo Cass County Economic Development Corporation, Fargo, ND

1998-2000 Board Member
Kindred Park Board, Kindred, ND

1997-2003 Director/Founder
Kindred Spirits, Children's Performing Sign Language Troupe, Kindred, ND