

# CURRICULUM VITAE

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

Department of Emergency Management  
North Dakota State University  
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## EDUCATION

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- 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

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- 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**

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- 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
- Best Oralist, Best Team, Ferguson Moot Court  
Western State University, Fullerton, CA
- Delta Theta Phi Law Fraternity  
Western State University, Fullerton, CA

*Carol L. Cwiak, J.D., Ph.D.  
February 2021*

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

## **PUBLICATIONS**

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### **Refereed Journal Articles**

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. (publication date - 2021). Business continuity and crisis management. 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.

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February 2021

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.

### **Publications in Progress**

Cwiak, C.L. & Garrett, K. (submitted to the Journal of Emergency Management, 2020) Dismissing the false equivalence between education and experience: The value of a multi-layered learning model in the emergency management career pathway.

Cwiak, C.L. (journal destination not determined, 2022) Creating change agents: Shaping emergency management leaders through a multi-layered learning model.

Cwiak, C.L. (for submission to Journal of Homeland Security and Emergency Management, 2022) What does the science of complex adaptive systems teach us about emergency management practice?

Cwiak, C.L. & Nojang, E. (journal destination not determined, 2022) Integrating emergency management education into Historically Black Colleges and Universities: Successes, challenges, and next steps.

### **Research Reports**

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](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**

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**

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](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](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. & 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. 14<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2011). FEMA Higher Education Program: Program and body of knowledge report. FEMA 14<sup>th</sup> 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 14<sup>th</sup> 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 13<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2010). FEMA Higher Education Program: Program and body of knowledge report. FEMA 13<sup>th</sup> 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 13<sup>th</sup> 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.

Cwiak, C.L. (2009). Integrating emergency management & homeland security higher education programs. FEMA 12<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2009). Body of knowledge report. FEMA 12<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.

Cwiak, C.L. (2009). FEMA Emergency Management Higher Education Program report. FEMA 12<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.

- Cwiak, C.L. (2009). Teaching business continuity & crisis management: The role of active learning. FEMA 12<sup>th</sup> 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 11<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). Body of knowledge report. FEMA 11<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). FEMA Emergency Management Higher Education Program report. FEMA 11<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C.L. (2008). Keys to success: Utilizing student-focused strategies. FEMA 11<sup>th</sup> 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 10<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C. L. (2007). Survey of collegiate emergency management programs. FEMA 10<sup>th</sup> 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 10<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.
- Cwiak, C. L. (2006). Body of knowledge report. FEMA 9<sup>th</sup> 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 8<sup>th</sup> Annual Higher Education Conference, Emmitsburg, MD.

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

Cwiak, C. (2004). Preliminary survey results on emergency management attitudes and demographics. FEMA 7<sup>th</sup> 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. (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**

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### **Under Development/Review**

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

**Funded**

- 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

**Unfunded**

- 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**

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-Present    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**

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### **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**

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**

- 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**

- 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**

- 2016 -Present Administrator, VALOR Webpage and Facebook Group
- 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**

- 2020 Critical Infrastructure & Business Continuity Caucus  
International Association of Emergency Mangers

*Carol L. Cwiak, J.D., Ph.D.  
February 2021*

2020 Dues and Funding Task Force  
International Association of Emergency Mangers

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

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

2007- Present 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