Department of Emergency Management

Graduate Handbook
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Emergency Management

The discipline of emergency management studies how human beings create, interact, and cope with hazards, vulnerability, and associated events. It focuses its research on the study of how human beings cope with hazard events through activities related to preparedness, response, recovery, and mitigation.

The academic discipline of emergency management serves the profession of emergency management charged with protecting "communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters" (Principles of Emergency Management, 2007, p. 4).

Emergency management professionals are employed at each level of government (e.g., city, county, state, and federal) and within various governmental agencies at each level (e.g., Departments of Emergency Management, Departments of Public Health, Departments of Transportation, Departments of Public Works), domestic and international nongovernmental organizations, and businesses.

Through educating students and research, the academic discipline of emergency management also serves a host of other professions such as law, natural resources management, business administration, public administration, social work, and engineering.

Vision

The Department of Emergency Management at NDSU believes that through educating students in and conducting research related to emergency management several objectives can be accomplished:

- The occurrence of hazard events (i.e., emergencies, disasters, catastrophes, and complex humanitarian crises) can be reduced;
- When hazard events do occur, the impacts and needs generated as a result can be decreased; and,
- Moreover, when hazard events occur, they can be coped with effectively and efficiently.

The Department believes that a reduction in the occurrence of hazard events, a decrease in resulting impacts and needs, and the efficiency and effectiveness with which hazard events are coped can be based upon a body of knowledge. The body of knowledge will describe and explain patterns, processes, change, and effectiveness/efficiency related to how human beings create, interact, and cope with hazards, vulnerabilities, and associated events. The foundational knowledge will be provided by research conducted within the discipline of emergency management as well as the integration and synthesis of findings related to emergency management from other academic disciplines.

Mission and Goals

The mission of NDSU's Department of Emergency Management, therefore, is to educate people in the emergency management body of knowledge while simultaneously adding to the body of knowledge through research. Specifically, the goals of the Department of Emergency Management are to:

- Educate students in emergency management;
- Provide training in the field related to emergency management topics;
- Support professionalization of emergency management;
- Contribute to the development of the emergency management discipline;
- Provide a means to conduct both multidisciplinary research and emergency management research through the Center for Disaster Studies and Emergency Management; and,
Engage the public in emergency management through community service and outreach projects conducted by the Center for Disaster Studies and Emergency Management.

**History**

Involvement in disaster research at North Dakota State University extends back to 1979 when departmental faculty received National Science Foundation funding to study the impact of a large tornado in Texas. The establishment of a specific Emergency Management curriculum, however, began in 2001 when the State Board of Higher Education approved a minor in Emergency Management. In 2003 the State Board approved proposals to offer bachelor’s, master’s and doctoral degrees in Emergency Management. As a result, NDSU became one of the many undergraduate programs in Emergency Management, one of the few with master’s degrees, and the only doctoral degree in the United States that was specifically granted in Emergency Management.

The degree programs were initially nested in the Department of Sociology and Anthropology. The department was renamed the Department of Sociology, Anthropology, and Emergency Management in 2007. In 2008, a Center for Disaster Studies and Emergency Management was established and in July of 2010 the State Board approved the establishment of a separate Department of Emergency Management. The program has grown significantly since 2001 to include five faculty, over fifty undergraduates, and more than twenty-five resident graduate students. The first bachelor’s, master’s and doctoral degrees were awarded in 2004, 2006, and 2009 respectively.
ADMISSIONS

Criteria for Admission
The Department of Emergency Management at NDSU is selective in choosing graduate applicants for entry into the master’s and doctoral programs. Admission is competitive reflecting the Department’s commitment to small, high quality, student cohorts. Each year we typically accept five or fewer new students at the Master’s level and two or fewer new students at the doctoral level.

Applicants will be evaluated in a two stage process. In the first stage, the applicant’s Graduate School application, letters of reference, GRE scores, and academic writing paper samples will be reviewed by the Department of Emergency Management faculty. Applicant’s demonstrating goodness-of-fit with the Department of Emergency Management’s mission and goals and an aptitude for graduate study will be invited to complete the second stage of the admissions process.

Admissions Process
The two-stage admissions process for graduate studies in the Department of Emergency Management is as follows:

Stage One
1. Applicants must first complete the application form on the Graduate School webpage at and submit the required materials.
2. Applicants must submit three letters of reference. Academic references are preferred.
3. Applicants must submit GRE scores. Specific GRE discipline tests are not required. GRE scores are required for the admissions process because they provide another perspective on an applicant's academic abilities. To be competitive, verbal and writing scores must be above the 50th percentile. At this time, however, no specific score totals are used as a cutoff. Applications are evaluated holistically using all indicators of student aptitude for successful completion of graduate study in this program.
4. Applicants must submit electronic copies of two writing samples that you have written through the Online Application tool. The samples may be a publication, material from prior coursework, or specifically written for this application. The samples do not have to focus on emergency management or disasters. The samples must be written in English. Writing samples are used to gain information on the applicant's writing style and ability to write research-based papers. Samples submitted in support of an application would ideally be eight or more pages in length. In addition, to meet the objective of the admission criteria the paper must employ formal citations. Writing samples will most typically be library-based research papers but papers based on original data gathering are also encouraged. The latter might be more likely to come from an applicant with a master’s degree.

Stage Two
1. Applicants invited to participate in the second stage of the admissions process will take part in a conference call interview with two or more of the program faculty. Applicant interviews are designed to provide two-way communication between the faculty and prospective applicant. Faculty will ask questions but will also want the applicant to pose questions about the program and Departmental educational objectives. The interview should assist the applicant and faculty to further assess the goodness-of-fit between the program and the applicant. Interviews will also evaluate the applicant's ability to engage in evidence-based reasoning.

We are most likely to accept doctoral applicants who demonstrate their understanding of the concepts included in the following list of books:

The emergency management faculty at NDSU believe that the best doctoral degree program in emergency management will be made up of a diverse student body. We welcome applicants to the doctoral degree program with Master’s degrees from a variety of disciplines; applicants from all countries; applicants with different professional backgrounds; and, applicants with varying goals and interests. We want to ensure, however, that applicants entering the program are knowledgeable about emergency management and some of the literature that provides the foundation for the discipline. Therefore, when applicants are interviewed during the application process, the faculty expects that the best candidates will demonstrate their familiarity with the major concepts presented in the books listed above.

By asking potential doctoral students to enter the program with foundational knowledge of the emergency management literature the Department hopes to accomplish several goals. First, in reading the books on the reading list, prospective students will be able to confirm their desire to pursue a doctoral education in the discipline of emergency management. Second, the Department assumes that students who undertake this reading in preparation for their application interview will be bright, motivated, and passionate about the study of emergency management. Third, and finally, a basic understanding of the emergency management literature will help students coming into the program from a variety of backgrounds succeed once they begin their studies at NDSU.

**Application Deadline**
The deadline for submitting all required application materials is **February 15th** for the upcoming fall semester.

**Application Status**
Department faculty will begin review of applications **February 15**. The initial review process will typically last 3 to 4 weeks. Applicants selected to move on to the second stage in the application process will be notified by email; and, applicants not selected to proceed to stage two will receive a letter from the Graduate School at NDSU indicating that the applicant was not accepted to the degree program. Following stage two interviews, applicants will receive a letter from the Graduate School at NDSU informing them as to whether or not they have been accepted for admissions. It can take as much as two weeks for the Graduate School to send the letters following departmental decisions.

**International Applicants**
The most competitive candidates will have an internet-based TOEFL score of 100 or above, a paper-based TOEFL score of 600 or above, or an IELTS score of 7 or above.

**Credit from Master’s Degrees**
The Graduate School allows incoming doctoral students to apply up to 30 credits from a previously earned master’s degree. Upon recommendation of the student’s advisor, the Departmental faculty will provide input regarding final determination of transfer credit as well as curriculum categories to which credit will be applied. Although up to 30 credits can be approved, depending on the nature of the courses in the student’s transcript, transfer credits could be significantly fewer than 30.

**Financial Aid**
Competitive research and teaching graduate assistantships are a potential source of funding. Assistantship awards typically provide funding for 10 to 20 hours of work per week. Assistantships also typically include a tuition stipend. Awards are based both on applicant merit and on availability of funds—not all admitted applicants will receive assistantships. Information about other sources of campus-based and outside funding are described below.

**Assistantships**
Graduate assistantships are awarded with the specific intent to assist faculty members with the responsibilities of course instruction and research.
Teaching-related responsibilities may include, but are not limited to:

1. Assisting in assembly of lecture materials;
2. Preparing and delivering a lecture;
3. Assisting in exam construction and proctoring;
4. Assisting in meeting student needs (e.g., answering questions and helping students understand course materials);
5. Grading and recording grades; and,
6. Setting up instructional media equipment.

Research-related responsibilities may include, but are not limited to:

1. Conducting a literature review;
2. Assisting with research design (e.g., sampling, instrument construction);
3. Data collection;
4. Coding of data; and,
5. Data analysis via computer.

Students on an assistantship are expected to learn as much as possible about the nature of the professional activity to which they have been assigned (teaching or research) and the nature of emergency management as an academic discipline.

Members of the Graduate Committee, annually appointed by the Department Head, will be charged with initially evaluating student applications and recommending assistantships for qualified students. Their recommendations are then carried to the faculty for a departmental vote. Students who are not admitted in full standing are typically not eligible for funding. Evaluation criteria for graduate assistantships include graduate credits earned (if the applicant is already in the program), academic performance (graduate and/or undergraduate GPA), letters of recommendation and/or faculty input, and past performance as a graduate assistant (if applicable).

Graduate assistantships will be awarded contingent upon funds. Returning students will be evaluated based upon their performance in the department. Funded students who fail to meet their assistantship obligations or who fail to make reasonable progress through the program risk having their assistantship revoked. Each semester, faculty supervising graduate assistants will be asked to complete an evaluation form (see Appendix A) and give copies of the form to the Department Head and to the graduate assistant.

Students awarded assistantships in the Department receive a stipend (typically, 1/4 time or 10 hours a week, plus a tuition waiver). Assistantships are part-time employment and thus do not include fringe benefits (i.e., health coverage). A student receiving an assistantship must take at least four credits of graduate course work each semester.

Other NDSU Funding Opportunities
The Graduate School Funding Opportunities webpage contains information about a number of grant, scholarship, and fellowship opportunities for both prospective and current students including funding sources for thesis and dissertation research.

Outside Funding Opportunities
Public Entity Risk Institute -- National PERISHIP Award – Provides dissertation fellowships in hazards, risk, and disasters.

Quick Response Grants – Provide small grants of up to $3,500 that provide funding for research in the immediate aftermath of disaster.
National Science Foundation, Infrastructure Management and Extreme Events Program -- "The IMEE program focuses on the impact of large-scale hazards on civil infrastructure and society and on related issues of preparedness, response, mitigation, and recovery. The program supports research to integrate multiple issues from engineering, social, behavioral, political, and economic sciences. It supports fundamental research on the interdependence of civil infrastructure and society, development of sustainable infrastructures, and civil infrastructure vulnerability and risk reduction" (NSF, 2010).

**Graduate Travel Funding**

Graduate students enrolled in master’s and doctoral programs are eligible to apply for travel scholarships from the department to support travels to regional and national conferences in emergency management and the related fields. The travel funds are budgeted based on the department’s financial status on a yearly basis. Travel scholarship applications are evaluated using the following criteria with a descending funding priority: 1) presenting research papers or acting as a panelist/discussant at a regional or national conference in Emergency Management or the related fields; 2) presenting a poster at or working for a regional or national conference; and 3) merely attending a regional or national conference. The graduate coordinator will announce the scholarship application in the graduate orientation at the start of each academic year. Students are encouraged to identify the conferences that they plan to attend in the whole academic year and submit a travel scholarship application indicating the travel purposes (e.g., presenting research papers and/or posters, working in a conference panel, etc.) with a list of estimated expenses. The graduate coordinator will facilitate the application process and all the faculty will participate in the evaluation of these applications. Students who receive travel support are required to 1) if presenting, give their presentation to faculty/other students prior to attendance in order to receive feedback; 2) or, if not presenting, give a presentation to faculty/other students upon their return related to what they learned and why it was valuable for them to attend.

Graduate students can apply for college-level travel support (maximum of $100) for presenting papers in a regional or national conferences. The travel request form can be found at [https://www.ndsu.edu/ahss/forms/](https://www.ndsu.edu/ahss/forms/).
GRADUATE PROGRAM POLICY: MASTER’S AND PH.D. DEGREES

Department of Emergency Management Policy

Plans of Study
The plan of study forms for the master’s degree and for the doctoral degree are simple but critical documents (see Appendices B and C). They are obtainable from the Graduate School. The forms request a listing of all courses the student has taken, is taking, and plans to take to complete degree requirements. At the bottom of the form, there is a place for the student’s advisor and supervisory committee members to sign. More will be said below about these individuals, but their signatures formally identify whom the student has selected for these roles. No other form is required to specify planned courses, advisor or supervisory committee members. Finally, the forms require the signature of the Department Head, the Dean of our College, and the Dean of the Graduate School.

The plan of study forms provide the backbone for the student's entire program. Often students delay completing these forms for fear that changes may need to be made later. However, changes are easy with the appropriate form from the Graduate School. It is better to complete a plan of study form, get it on record and make changes later, than it is to delay its completion altogether.

- The master’s degree plan of study requires that the student identify the type of master’s degree (i.e., M.S. not M.A. for our programs) and the degree option (thesis or comprehensive study) that he or she is pursuing. This plan of study form should be completed by the end of the first year of study.
- The doctoral degree plan of study follows the same general structure and serves the same purpose as the master’s degree plan of study. Students entering the doctoral program should complete their doctoral degree plan of study by the end of their first year of post-master’s degree study.

Graduate Advisors
New graduate students in either the master’s or the doctoral program are automatically assigned a temporary advisor – the Department Graduate Coordinator. The role of the temporary advisor is to provide new graduate students with guidance regarding classes in which to enroll and answers to questions the student may have about navigating NDSU.

Prior to the end of the student’s second semester, a more permanent advisor should be selected by each student based on the student’s research interests and with the full consent of the faculty member. This faculty member will typically serve as the student’s thesis option, comprehensive study option, or dissertation advisor and as chair of the student’s supervisory committee. An advisor must be a faculty member of the Department of Emergency Management. Any individual faculty member in the Department of Emergency Management can chair no more than 6 theses or dissertations at one time. Formal identification of a student’s advisor is made by submitting a master’s degree or doctoral degree plan of study signed by the advisor.

It is the responsibility of the student to replace an advisor if it becomes necessary (e.g., change of research topic, leave of absence, retirement). Also, a student may opt to change advisors at any time by securing the consent of the new advisor, informing the old advisor, and completing a change of advisor form from the Graduate School.

Supervisory Committees
The supervisory committees for master’s degree and doctoral degree programs should be selected no later than the end of the student’s first year in their respective degree program. These committees should be comprised of four members. One member is the student’s advisor. The advisor and student select three more members, two from the faculty and a fourth either from NDSU faculty outside the Department or an off-campus expert. (Selection of an off-campus expert requires the approval of the Graduate School; see the Graduate Bulletin.) The Department of Emergency Management strongly recommends that the chair of a graduate student’s thesis or dissertation committee be the faculty member with the subject matter expertise most closely aligned with the student’s topic. The Department requires that, at
minimum, one or more faculty with such expertise be members of the student's committee. Please see Appendix D for information about faculty areas of expertise and research interests.

Once the student and the advisor have identified potential committee members, these individuals should be contacted for their approval. These selections become formalized when the student submits his or her master’s degree or doctoral degree plan of study form.

Evaluation
The Department of Emergency Management utilizes a grading rubric for all writing assignments (see Appendix E) and a grading rubric for all presentations (see Appendix F). Careful review of the grading rubrics prior to beginning to prepare assignments will allow students to complete assignments in keeping with program expectations from the outset.

Plagiarism
The Department of Emergency Management has no tolerance for plagiarism. The Department of Emergency Management abides by NDSU Policy Manual, Section 335, Code of Academic Responsibility and Conduct. For more information about what constitutes plagiarism and how to avoid plagiarizing the Department expects that you will take the Indiana University Bloomington’s Plagiarism Training Module. Make sure that you click on the test link and take the test for non-IU students towards the bottom of the test web page.

Timeframe for Degree Completion
The time period required to complete a master’s or doctoral degree will vary depending on a variety of factors specific to each student (e.g., the number of credits taken each semester, whether credits are taken over the summer, the number of internship/practicum experiences, the level of engagement with internship(s)/practicum(s), the amount of transfer credits received, research topic and methodology, etc.). In general, students should expect to take a minimum of two years. Completion of a doctoral degree will typically take an additional three years beyond a master’s degree.

Participation
The Department of Emergency Management views the period of graduate study as presenting students with unique opportunities for learning and professional development. The Department expects incoming graduate students to immerse themselves in graduate study and participate in a variety of activities including the following:

- **Body of Knowledge** – The Department of Emergency Management expects students to take advantage of the opportunity to explore the emergency management body of knowledge both within and outside of the context of the student’s courses. There exists a broad and rich body of knowledge related to how human beings create, interact, and cope with hazards, vulnerability, and associated events and how human beings cope with hazard events through activities related to preparedness, response, recovery, and mitigation. This body of knowledge is represented in countless books, monographs, and journal articles. Students are expected to independently explore this body of knowledge. Appendix G is a resource for students to begin their exploration.

- **Colloquiums** – The Department of Emergency Management hosts a departmental colloquium once a month during the academic year. Our colloquiums are informal settings for faculty and graduate students in emergency management to present their research. The colloquiums represent a unique opportunity for graduate students to present their work to colleagues and faculty at various stages and receive feedback critical to the development of their research. Students are required to attend these colloquiums and to present on the research they are conducting in pursuit of their degree. Students are also required to first present in a colloquium any material they plan to present in a conference outside of NDSU.

- **Theses and Dissertations** – The Department of Emergency Management strongly encourages graduate students to attend the thesis and dissertation proposals and defenses of their colleagues.
• Conferences – The Department of Emergency Management expects graduate students to actively seek opportunities to attend both academic and professional conferences related to emergency management. Students are encouraged, where possible, to do a poster or paper presentation at the conferences they attend. Key national conferences the Department would highlight include the FEMA Higher Education Conference, the International Association of Emergency Managers Annual Conference and Expo, the Natural Hazards Workshop and IRCD Researchers Meeting, and the National Association of Emergency Management Conference. In addition, key state conferences include the North Dakota Emergency Management Association Conference, Minnesota Homeland Security and Emergency Management Governor’s Conference, Association of Minnesota Emergency Managers Conference, and Minnesota Floodplain Managers Conference.

• Research Opportunities – The Department of Emergency Management expects students to seek opportunities to participate in ongoing Departmental faculty research and/or to seek opportunities to conduct their own research. This research could be in conjunction with or, in addition to, the student’s thesis or dissertation.

• Publications – The Department of Emergency Management strongly encourages students to develop articles for publication in emergency management journals. Publication is of particular importance for the professional development and marketability of doctoral students. Students can make valuable contributions to the emergency management body of knowledge by exploring emergency management theory (e.g., articulating theory, exploring methods and methodological issues in the development of theory, analyzing theoretical constructs from disciplines outside emergency management and their application to emergency management, etc.), developing literature reviews that synthesize and integrate the disaster literature from various disciplines, and reporting the findings of original research.

NDSU Graduate School Policy

In addition to the policy unique to the Department of Emergency Management, students must abide by University-wide policies specified by the Graduate School. The Department of Emergency Management expects students to familiarize themselves with the entirety of NDSU Graduate College Policies.

General Policies
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/#academicstandardstext
Subsections: Academic Standards, Graduate Level Courses, Time Limits, and Family and Medical Accommodations.

Master's Program Policies
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/masters-program-policies/
Subsections: Degrees Offered, Committee/Plan of Study, Exams/Thesis, and Plan C (Professional Programs)

Doctoral Degree Policies
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/doctoral-degree-policies/
Subsections: Degrees Offered, Supervisory Committee/Plan of Study, and Exams/Dissertation

Graduate Certificate Policies
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/graduate-certificate-policies/
Subsections: Overview and Administration of Certificates

Graduate Assistantship Policies
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/graduate-assistantship-policy/
Subsections: Eligibility for Assistantships, Expectations of Program/Assistantship Supervisor, Expectations of Graduate Assistant, Stipend Levels and Tuition Waivers, Rights and Privileges of Graduate Assistants, Termination, and Appeals Process.
English Language Proficiency Procedure for Graduate Teaching Assistants
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/english-language-proficiency-procedure/
Subsections: Test Score Requirements.

Graduate Student Appeals
Link: https://bulletin.ndsu.edu/graduate/graduate-school-policies/graduate-student-appeals/
Subsections: Equal Opportunity, Academic Evaluation, Academic Dishonesty, and Graduate Student Appeals Committee.

Links to Selected Policy from the NDSU Policy Manual

Student Code of Behavior

Code of Academic Responsibility and Conduct
Degree Learning Objectives

By the time a student graduates with a doctoral degree in emergency management, the student should be able to demonstrate:

1. Ability to synthesize information
2. Ability to think critically
3. Effective written skills
4. Effective oral communication skills
5. Familiarity with foundational literature of the academic discipline
6. Understanding of key concepts integral to the academic discipline
7. Understanding of major research methods of the field
8. Ability to contribute creatively to the discipline (i.e., advance the discipline through the creation of new knowledge)
9. Understanding of the professional and ethical behavior standards of the discipline
10. Demonstrate professional and workplace skills necessary to succeed in chosen career path

Degree Requirements

Two options are available for master’s graduate students in Emergency Management. The first is designated as the Thesis Option and the second is the Comprehensive Study Option. The former requires completion of a thesis and the latter an analytical paper. Coursework and other requirements associated with each option are described below. The schedule of emergency management course offerings is in Appendix G and the bulletin description of emergency management courses offered is in Appendix H.

The degree requirements for the thesis option and the comprehensive study option are different.

Curriculum Outline for Thesis Option

Core: Complete all courses (9 credits)
SOC 700: Qualitative Methods
SOC 701: Quantitative Methods OR COMM 707: Quantitative Methods OR ECON 610: Econometrics
EMGT 720: Emergency Management Theory

Disaster Phases: Complete all courses (12 credits).
EMGT 761: Preparedness Theory and Practice
EMGT 762: Mitigation Theory and Practice
EMGT 763: Response Theory and Practice
EMGT 764: Recovery Theory and Practice

Electives: Select 3 courses from the following list (9 credits).
EMGT 610: Comprehensive Emergency Management Planning
EMGT 614: Spatial Analysis in Emergency Management
EMGT 620: Hazard, Risk, and Vulnerability Assessment
EMGT 625: International Emergency Management
EMGT 635: Issues in Homeland Security and Emergency Management
EMGT 645: Vulnerability and Functional Needs in Emergency Management
EMGT 661: Business Continuity & Crisis Management
EMGT 663: Voluntary Agency Disaster Services
EMGT 664: Disaster and Culture  
EMGT 690: Advanced Business Continuity  
EMGT 696: Special Topics  
EMGT 730: Advanced Research Methods

**Practicum:** (3 credits)  
EMGT 795: Emergency Management Applied or Research Practicum

**Thesis** (minimum 6 - maximum 10 credits, only 6 count toward degree)  
EMGT 798: Thesis Paper

**TOTAL = 39 credits**

**Thesis**  
Students selecting the Thesis Option are required to complete a research thesis. The purpose of the thesis is to develop and/or to test theoretical propositions. In so doing, a student may: 1) replicate an existing study; 2) analyze an existing pool of data; or 3) develop an original study. A wide variety of research designs may be employed including interview, survey, field, experimental, and/or historical research methods.

To earn an “S” (i.e., satisfactory progress), a student must present the research idea(s) they are exploring in a departmental colloquium during the first semester in which they take any thesis credits. Scheduling of this presentation must be done in conjunction with the student’s advisor.

Once a student and the student’s major advisor agree that the student’s thesis proposal is ready, the student will arrange a proposal hearing with committee members. To earn an “S” (i.e., satisfactory progress), a student must defend their formal thesis proposal by the end of the semester in which they complete their third thesis credit. The hearing affords the student an opportunity to present his/her research ideas and helps clarify the focus of the research. The proposal should be distributed to committee members no less than one week, and preferably two weeks, before the scheduled hearing. After the proposal is approved, the student will carry out the intended research under the direction of the graduate advisor and upon completion will submit the manuscript to the student's supervisory committee for evaluation.

In collaboration with the advisor and supervisory committee the student will schedule a date for the oral defense. Distribution of the thesis must take place at least 7 days before the oral defense.

The student must obtain all of the necessary forms for this defense from the Graduate School, and this must be done several weeks before the planned defense date. These forms include a form identifying when the hearing will take place and a separate form for the advisor and committee members to sign following a successful completion of the defense. The final form to be signed is the cover page of the thesis itself. Depending on the wishes of the committee members, this form may be signed at the time of the defense or later following successful completion of requested revisions. Copies of the required forms for Master’s students are provided in Appendix J.

**Curriculum Outline for Comprehensive Study Option**  
**Core:** Complete all courses (15 credits).  
EMGT 720: Emergency Management Theory  
EMGT 761: Preparedness Theory and Practice  
EMGT 762: Mitigation Theory and Practice  
EMGT 763: Response Theory and Practice  
EMGT 764: Recovery Theory and Practice
Electives: Select 6 courses from the following list (18 credits).

Group A: Emergency Management Elective Courses (12 credits)
EMGT 610: Comprehensive Emergency Management Planning
EMGT 620: Hazard, Risk, and Vulnerability Assessment
EMGT 625: International Emergency Management
EMGT 635: Issues in Homeland Security and Emergency Management
EMGT 645: Vulnerability and Functional Needs in Emergency Management
EMGT 661: Business Continuity & Crisis Management
EMGT 663: Voluntary Agency Disaster Services
EMGT 664: Disaster and Culture
EMGT 690: Advanced Business Continuity
EMGT 696: Special Topics

Group B: Critical Thinking and Analysis Elective Courses (6 credits)
SOC 700: Qualitative Methods
SOC 701: Quantitative Methods
COMM 707: Quantitative Methods
ECON 610: Econometrics
STAT 725: Applied Statistics
EMGT 730: Advanced Research Methods
EMGT 614: Spatial Analysis in Emergency Management

Practicum: (6 credits)
EMGT 795: Emergency Management Applied or Research Practicum

Comprehensive Study Paper: (3 credits)
EMGT 797: Comprehensive Study Option

TOTAL = 42 credits

Comprehensive Study Paper
The Comprehensive Study Option typically has an applied focus. A paper is a written composition in which the student addresses a research topic in detail. The paper may be developed in a variety of ways depending upon the topic selected. The paper should represent an original contribution by the student. In that regard, it should reflect an insightful and convincing discussion logically developed and coherently written. The structure and content of the paper is to be developed in consultation with the student’s advisor and supervisory committee and in compliance with the guidelines set by the Graduate School.

A student may choose to do a theoretical critique, but this must involve extensive documentation of theoretical sources, with a thorough critical analysis of those sources, and make a clear contribution to an understanding of the issues being addressed. In other words, the theoretical critique must extend far beyond a mere literature review and must be of thesis quality in all respects.

To earn an “S” (i.e., satisfactory progress), a student must present the idea(s) they are exploring for their comprehensive paper in a departmental colloquium during the first semester in which they take any comprehensive study credits. Scheduling of this presentation must be done in conjunction with the student’s advisor.

Once a student and the student’s major advisor agree that the student’s comprehensive study proposal is ready, the student will arrange a proposal hearing with committee members. To earn an “S” (i.e., satisfactory progress), a student must defend their formal thesis proposal by the end of the semester in which they complete their third comprehensive
study credit. The hearing affords the student an opportunity to present his/her paper topic and helps clarify its focus. The student must provide hard copies of the proposal to committee members no less than one week, and preferably two weeks, before the scheduled hearing. After the proposal is approved, the student will develop their paper under the direction of the graduate advisor and upon completion will submit the manuscript to the student’s supervisory committee for evaluation.

When the student’s major advisor has reviewed the comprehensive study paper, an oral defense with the full committee can be scheduled, typically no earlier than two weeks after distribution of the manuscript to committee members. However, the manuscript must be in the hands of the examining committee no later than seven days before the scheduled oral defense as specified by the Graduate School.

The student must obtain all of the necessary forms for this defense from the Graduate School, and this must be done several weeks before the planned defense date. These forms include one identifying when the hearing will take place and another the advisor and committee members to sign following the defense. The final form to be signed is the cover page of the comprehensive study paper itself. Depending on the wishes of the committee members, this form may be signed at the time of the defense or later following successful completion of requested revisions. Copies of the required forms for Master’s students are provided in Appendix J.

**Program Sequence**

The potential sequence in which a student could complete the master’s graduate degree program is as follows (assuming full-time status):

**First Year: Semester One**
1) Consult with temporary advisor regarding course selection
2) Complete and file Plan of Study with the Graduate School Office
3) Begin to explore possible thesis/paper topics with temporary advisor and other faculty
4) Read the books on the Master’s Reading list
5) Consult with temporary advisor about how to prepare for the Master’s oral comprehensive exam

**First Year: Semester Two**
1) Select faculty member to serve as major professor/advisor
2) Consult with advisor regarding selection of members for Supervisory Committee
3) Consult with advisor about thesis or paper topic
4) Present thesis idea(s) in Departmental colloquium
5) Begin to develop Thesis or Comprehensive Study proposal
6) Set date and take oral comprehensive exam
7) Satisfy any conditional status requirements

**Second Year: Semester One**
1) Present Thesis or Comprehensive Study proposal to Supervisory Committee
2) Complete proposal hearing and obtain Institutional Review Board (IRB) approval for your research project (if applicable)

**Second Year: Semester Two**
1) Complete Thesis or Comprehensive Study paper in written form
2) Defend Thesis or Comprehensive Study paper at final oral examination
3) Revise final Thesis or Comprehensive Study paper in accordance with recommendations from supervisory committee
4) Make final arrangements with the Graduate School regarding fees and finalization of manuscript
Practicum

Practicum experience is available in a variety of areas (e.g., preparedness, mitigation, recovery, response, continuity) and with a variety of organizations (e.g., government, nonprofit, and business). The student’s paper advisor coordinates the practicum experience for the student throughout the practicum including gaining entry to the organization and monitoring performance. The student is required to submit periodic written reports regarding their practicum experience the number and content of which will be defined prior to initiating the practicum by the paper advisor. An evaluation conducted by the paper advisor in cooperation with the organization staff is completed after the practicum. Although most practicums are unpaid, there may be instances where financial compensation is supplied by the organizational sponsor. Graduate credit is given for practicums on a Satisfactory- Unsatisfactory basis. A maximum of 6 credits may be applied toward degree requirements.

Comprehensive Examination

Within two weeks of the end of their second semester in the Department of Emergency Management's Master's degree program, all students will take an oral comprehensive exam. Master's students will coordinate the scheduling of their comprehensive exam with their advisor.

The comprehensive exam will be attended by all Department faculty. During the comprehensive exam, Department faculty will ask students three of the following questions:

1. Define the concept of sustainability; explain how the disaster literature has explored the concept; and, articulate how the concept relates to the practice of emergency management.
2. Define the concept of resilience; explain how the disaster literature has explored the concept; and, articulate how the concept relates to the practice of emergency management.
3. Define the concept of vulnerability; explain how the disaster literature has explored the concept; and, articulate how the concept relates to the practice of emergency management.
4. Define the concept of hazard event; explain how the disaster literature has explored the concept; and, articulate how the concept relates to the practice of emergency management.
5. Define the concept of stakeholder; explain how the disaster literature has explored the concept; and, articulate how the concept relates to the practice of emergency management.
6. Tell us about some of the key response research findings and how those findings can inform emergency management practice.
7. Tell us about some of the key recovery research findings and how those findings can inform emergency management practice.
8. Tell us about some of the key mitigation research findings and how those findings can inform emergency management practice.
9. Tell us about some of the key preparedness research findings and how those findings can inform emergency management practice.
10. Tell us about the primary political challenges facing emergency management.
11. Explain why disasters are experienced differently from country-to-country.
12. Explain why we see differences in emergency management across countries.
13. Describe the evolution of emergency management research.
14. Describe the evolution of emergency management policy.
15. Describe the evolution of the emergency management profession.
Students should be able to deliver a 10-15 minute response to each of the questions they are asked. Faculty members will ask students follow-up questions and probes to further explore student knowledge and understanding of each question.

Students are expected to offer evidence supporting their responses. Evidence is expected to be drawn from course lectures/notes, course reading assignments, and the following books:


The oral comprehensive questions will be purposefully broad and designed to allow students to draw upon more than one of the books on the reading list. Students will be expected to refer to the book author(s) as evidence while providing their responses to the questions posed. The Department faculty will evaluate each student as to whether they have passed, conditionally passed, or failed to pass. Those who pass the oral comprehensive exam will continue unabated with their degree program. Those who conditionally pass must retake the exam within 60 days; and, those who fail to pass will be terminated from the degree program.
DOCTORAL DEGREE IN EMERGENCY MANAGEMENT PROGRAM OF STUDY

Degree Learning Objectives
By the time a student graduates with a doctoral degree in emergency management, the student should be able to demonstrate:

1. Ability to synthesize information
2. Ability to think critically
3. Effective written and oral communication skills
4. Mastery of major methods/analytical approaches of the field
5. Extensive knowledge of the literature of the academic discipline
6. Extensive knowledge of the theoretical components integral to the academic discipline
7. Mastery of two of the four major areas of specialization in emergency management (i.e., preparedness, response, recovery, mitigation)
8. Ability to contribute creatively to the discipline (i.e., advance the discipline through the creation of new knowledge)
9. Professional and ethical behavior standards consistent with the expectations of the discipline
10. Professional and workplace skills necessary to succeed in chosen career path (i.e., teaching, research, policy development)

Degree Requirements
Students pursuing the emergency management Ph.D. must complete a minimum of 90 credits including a dissertation. The Ph.D. is awarded in recognition of significant depth of understanding and scholarly achievement in emergency management. The recipient must complete all of the required course work (see Ph.D. requirements below); pass two written comprehensive exams; complete original research for a dissertation; and successfully defend this research in writing and an oral defense. The student’s progress will be evaluated by a supervisory committee that is responsible for reviewing the student’s plan of study, dissertation proposal, and dissertation defense.

Curriculum Outline

- Theory and Methods (complete all, 15 credits)\textsuperscript{v}
  - EMGT 720: Emergency Management Theory
  - SOC 700: Qualitative Methods
  - SOC 701: Quantitative Methods OR COMM 707: Quantitative Methods
  - EMGT 730: Advanced Research Methods
  - STAT 725: Applied Statistics OR ECON 610: Econometrics

- Emergency Management Functional Areas (complete all, 12 credits)\textsuperscript{vi}
  - EMGT 761: Preparedness Theory and Practice
  - EMGT 762: Mitigation Theory and Practice
  - EMGT 763: Response Theory and Practice
  - EMGT 764: Recovery Theory and Practice

- Functional Area Specializations (complete two courses, 6 credits)\textsuperscript{vii}
  - EMGT 861: Preparedness Theory II
  - EMGT 862: Mitigation Theory II
  - EMGT 863: Response Theory II
  - EMGT 864: Recovery Theory II
Emergency Management Elective Courses (complete seven courses, 21 credits).

EMGT 610: Comprehensive Emergency Management Planning
EMGT 614: Spatial Analysis in Emergency Management
EMGT 625: International Emergency Management
EMGT 635: Issues in Homeland Security and Emergency Management
EMGT 645: Vulnerability and Functional Needs in Emergency Management
EMGT 681: Disaster Analysis
EMGT 661: Business Continuity & Crisis Management
EMGT 663: Voluntary Agency Disaster Services
EMGT 664: Disaster and Culture
EMGT 690: Advanced Business Continuity
EMGT 696: Special Topics

Other electives (complete four courses, 12 credits)

Practicums (complete total of three courses, 9 credits)

Dissertation (15 credits)

TOTAL = 90 credits

Comprehensive Exams

Doctoral students will complete two written comprehensive exams and each will require an oral defense. The comprehensive exams will require students to demonstrate their ownership of the body of knowledge in the following areas: emergency management theory and research methods. Each exam will be comprised of between 2 and 4 questions.

The emergency management theory exam will focus on the theoretical foundations of the field broadly understood (e.g., concepts, principles, models, typologies, classifications, etc.). Additionally, students will be expected to demonstrate their knowledge related to theory construction and ownership of key theories and theoretical frameworks that may originate outside or within the discipline of emergency management.

The research methods exam will require students to demonstrate their proficiency in research design and analysis to include qualitative and quantitative approaches. The research methods exam may include qualitative and/or quantitative data that the student will analyze.

Doctoral students should schedule their comprehensive exams with their advisor after they have completed the coursework related to each exam. In general, the Department recommends that students complete the emergency management theory exam before the research methods exam; however, any decision to deviate from this recommended order will be made by the student and their advisor. Students will have a specific timeframe in which to complete each comprehensive exam:

- 30 days for the emergency management theory exam
- 30 days for the research methods exam
The student and advisor will schedule an oral defense of the written exam for two weeks after the paper copies are submitted when the student picks up their exam. Doctoral students must submit their exam electronically to their advisor on the date due. The students must also make paper copies of the exam for all department faculty and put the copies in their departmental mailbox. All faculty may read the exams. Faculty will assess each question in the written exam in three areas: writing, analysis, and evidence.

All faculty reading the exam will attend the oral defense. The purpose of the oral defense is for faculty to engage in a question and answer session with the student to allow the student to refine, expand, revise, or otherwise clarify any areas of concern to faculty prior to determining whether the student receives a pass, conditional pass, or fail. Immediately following the oral exam, faculty will share their feedback with one another and come to consensus on an evaluation of the student’s work. The results will be communicated to the student within one week of the oral exam.

Those who pass the written/oral comprehensive exam will continue with their degree program. Those who conditionally pass will have one opportunity to rewrite the exam and defend it orally. A conditional pass will only be awarded if the student conditionally passes less than half of the questions on the exam and if related concerns are not resolved in the oral exam. Any other combination of pass, conditional pass, and fail on the exam questions will result in a failure. A student receiving a conditional pass on an exam has 21 days to rewrite and submit the portion of the exam identified as conditionally passing. The exam must be re-defended within two weeks unless faculty availability dictates that it be done within a longer timeframe. If those conditionally passing fail on their second attempt they will be dismissed from the Department of Emergency Management.

Those who fail to pass on their first attempt will also be dismissed from the Department of Emergency Management with one exception. The grading policy for the methodology comprehensive exam differs from the theory comprehensive exam. The rationale for this variation is based on the fact that many doctoral students come into the program having completed research methods courses at other universities or in other departments. Accordingly, to balance the potential variability in course focus the doctoral emergency management students will have the opportunity to take another comprehensive exam in the case of a non-passing grade as well as a conditional pass. In the situation of a non-passing grade the student can schedule the exam no sooner than one semester after and no later than two semesters after the initial exam. The summer break will be counted as a semester. Students with conditional or non-passing grades will meet with their advisor and possibly other members of the grading committee to share feedback about performance on the initial exam.

Doctoral students must successfully pass both of their comprehensive exams before they will be permitted to schedule their dissertation proposal hearing. The Department suggests that doctoral students be prepared to schedule their proposal hearing (i.e., have a complete, advisor approved proposal) upon receiving notification that they have successfully passed both of their two comprehensive exams.

**Dissertation**

The purpose of the dissertation is to produce original research. The student may 1) analyze an existing pool of data or 2) develop an original study. A wide variety of research designs may be employed including interview, survey, field, experimental, and/or historical research methods. To earn an “S” (i.e., satisfactory progress), a student must present the idea(s) they are exploring for their dissertation in a departmental colloquium during the first semester in which they take any dissertation credits. Scheduling of this presentation must be done in conjunction with the student’s advisor. The dissertation topic and design will be selected with the approval of, and conducted under the guidance of, the student’s major advisor and supervisory committee.

The identification of a dissertation topic normally would occur between a student’s second and third year of doctoral study. Once a student has developed their topic into a defensible dissertation proposal under the guidance of their advisor they will schedule a proposal hearing. To earn an “S” (i.e., satisfactory progress), a student must defend their formal dissertation proposal by the end of the semester in which they complete their sixth dissertation credit. The
hearing affords the student an opportunity to present his/her research ideas and helps clarify the focus of the research. The student should distribute hard copies of the proposal to committee members no less than one week, and preferably two weeks, before the scheduled hearing. After the proposal is approved, the student will carry out the intended research under the direction of the graduate advisor and upon completion will submit the manuscript to the student’s supervisory committee for evaluation.

When the student’s major advisor has reviewed dissertation, an oral defense with the full committee can be scheduled, typically no earlier than two weeks after the student distributes hard copies of their manuscript to committee members. However, the manuscript must be in the hands of the examining committee no later than seven days before the scheduled oral defense as specified by the Graduate School.

The student must obtain all of the necessary forms for this defense from the Graduate School, and this must be done several weeks before the planned defense date. These forms include one identifying when the hearing will take place and another for the advisor and committee members to sign following a successful completion of the defense. The final form to be signed is the cover page of the thesis, comprehensive study paper or dissertation itself. Depending on the wishes of the committee members, this form may be signed at the time of the defense or later following successful completion of requested revisions. Copies of the required forms for doctoral students are provided in Appendix K.

Program Sequence
First Year
1) Select faculty member to serve as major professor/advisor
2) Consult with advisor regarding selection of members for Supervisory Committee
3) Complete and file plan of study with the Graduate School Office
4) Satisfy any deficiencies/conditional requirements

Second Year
1) Consult with advisor about dissertation topic
2) Begin to develop proposal
3) Begin comprehensive exam process

Third Year
1) Complete course work
2) Complete comprehensive exam process
3) Complete proposal hearing and obtain Institutional Review Board (IRB) approval for your research project

Fourth Year
1) Complete draft of dissertation for dissertation defense
2) Defend dissertation at final oral examination
3) Revise dissertation in accordance with recommendations from committee
4) Make final arrangements with the Graduate School regarding fees and finalization of Manuscript
APPENDIX A. Graduate Assistant Evaluation Form
GRADUATE ASSISTANT EVALUATION

This form is designed to promote and to track communication among graduate assistants, their supervisors, the Department Chair, and the Department’s Graduate Committee. Each faculty member who is supervising a graduate assistant should complete this form each semester three weeks prior to final exam week. Faculty members should do this for each graduate assistant he or she has. These completed forms will be given to the graduate assistant and to the Department Chair. The Department Chair will give them to the Graduate Committee.

Information on these forms will be considered in the Committee’s recommendations for assistantship renewals from semester to semester. If the graduate assistant wishes to do so, she or he may respond in writing to any comments on this form. These responses should be given to the Department Chair who will forward them to the Graduate Committee.

If the supervisor perceives the performance of the graduate student to be unsatisfactory in some fashion, then the Department Chair should try to arrange a meeting that includes, if at all possible, the Department Chair, the faculty supervisor, and the graduate assistant within a week or two of receiving these forms. (The graduate assistant should receive her or his copy of this form prior to this meeting.) Hopefully, this meeting will provide an opportunity to address any misunderstandings that might have triggered the unsatisfactory evaluation. The Department Chair is encouraged to note the results of this meeting in sending this form on to the Graduate Committee.

Term: ________________

Supervising Faculty Member ________________________________________________

Graduate Assistant _________________________________________________________

Rating: _____ Superior
       _____ Satisfactory
       _____ Unsatisfactory

Comments: _______________________________________________________________
          _________________________________________________________________
          _________________________________________________________________
          _________________________________________________________________
          _________________________________________________________________
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          _________________________________________________________________
          _________________________________________________________________
          _________________________________________________________________

Faculty Supervisor’s Signature ________________________________ Date: _______

Department Chair’s Signature ________________________________ Date: _______

Graduate Student’s Signature ________________________________ Date: _______

[22]
APPENDIX B. Master’s Degree Plan of Study Form

Master's Degree Plan of Study and Supervisory Committee

Student: ___________________________ Student ID#: ___________________________

(degree)

Program: ___________________________
Option (if needed): ___________________________

NDSU Graduate Courses:
Enter courses in the order in which you have taken (or plan to take) them. Please list research credits as one entry of total credits.

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<th>Dept. and Course #</th>
<th>Title</th>
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Total: ___________________________

PLEASE NOTE: If a proposed graduate research project involves human or animal subjects, or biohazards, it must be submitted for review and approval by the Institutional Review Board (IRB), the Institutional Animal Care and Use Committee (IACUC), and/or the Institutional Biosafety Committee (IBC). The student should initiate this process after his or her supervisory committee has approved the final research design because IRB, IACUC, and IBC approval must be obtained before the research project commences.
Transfer Credits
Official transcripts showing completion of credit to be transferred from other institutions must be in the Graduate School PRIOR to approval of the Plan of Study.

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<th>Institution</th>
<th>Department</th>
<th>Course #</th>
<th>Title</th>
<th>Term Taken</th>
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Credit hours transferred to master's program (in semester credit hours): __________

Total credit hours: NDSU __________ Transfer __________ Total __________

Supervisory Committee Approval
The supervisory committee must be at least three members, one or whom must be from outside of the student's department/program. If this committee member is not a full or associate member of the graduate faculty, the approval of the Dean of the Graduate School is required. Please attach a recommendation from the program administrator accompanied by rationale and curriculum vitae. The supervisory committee approves the following courses and research to satisfy the masters degree requirements.

(Please type names) Signature (Recommends approval) Department

Chair of Supervisory Committee

Approved by:

Student Services Associate Review
Approved by Graduate Dean

The Graduate School will send copies to Student, Committee, and Program Administrator

2/2014
APPENDIX C. Doctoral Degree Plan of Study Form

NDSU GRADUATE SCHOOL

Doctoral Degree Plan of Study and Supervisory Committee

<table>
<thead>
<tr>
<th>Student Name</th>
<th>Student ID:</th>
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<th>Program</th>
<th>Area of Concentration:</th>
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Previous Graduate Degrees

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<th>Degree</th>
<th>Month/Year Earned</th>
<th>Institution</th>
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NDSU Graduate Courses: Enter courses in the order in which you have taken (or plan to take) them. Please list research credits as one entry of total credits. Do not include courses from your masters Plan of Study.

<table>
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<tr>
<th>Dept. and Course #</th>
<th>Title</th>
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Total: ______

*PLEASE NOTE: If a proposed graduate research project involves human or animal subjects, or bioshazards, it must be submitted for review and approval by the Institutional Review Board (IRB), the Institutional Animal Care and Use Committee (IACUC), and/or the Institutional Biosafety Committee (IBC). The student should initiate this process after his or her supervisory committee has approved the final research design because IRB, IACUC, and IBC approval must be obtained before the research project commences.*
Transfer Credits
Official transcripts showing completion of credit to be transferred from other institutions must be in the Graduate School PRIOR to approval of the Plan of Study. Only include transfer courses. Do not list the courses taken for a previous master’s degree.

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<th>Institution</th>
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Credit hours transferred to doctoral program (in semester credit hours): 

Supervisory Committee
If a committee member is not a full or associate member of the graduate faculty, the approval of the Dean of the Graduate School is required. Please attach a recommendation from the program administrator accompanied by rationale and curriculum vitae. The Graduate Appointee must have full graduate faculty status.

The supervisory committee approves the above listed courses and research to satisfy the doctoral degree requirements.

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<th>Typed Names</th>
<th>Signature (Recommends approval)</th>
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Graduate Appointee

Approved by: 

Student Services Associate Review  
501-685, 691:  
700-780, 791:  
500-889, 891:  
99x, 79x, 89x:  
Research:  
Total:

Approved by Graduate Dean

1/2014
APPENDIX D. Faculty Information

Sarah Bundy, Ph.D.

Contact Information
Office Location: Minard 428 B6
Office Phone: 701-231-8941
Email Address: sarah.bundy@ndsu.edu

Current Teaching Areas
- EMGT 101: Emergencies, Disasters, and Catastrophes
- EMGT 150: Homeland Security – An Exploration
- EMGT 264: Disaster Recovery
- EMGT 410/610: Comprehensive Emergency Management Planning
- EMGT 430: Socio-Behavioral Foundations of Emergency Management
- EMGT 761: Preparedness Theory and Practice

Research Interests
- Holistic disaster recovery at the community and individual/household levels.
- Church congregations in disaster response and recovery.
- Efficacy of preparedness campaigns targeted at individuals and households.
- How the emergency manager fits with the paradigm of comprehensive emergency management (e.g. extent of involvement across phases, ability to influence phases).

Carol Cwiak, Ph.D.

Contact Information
Office Location: Minard 428 B12
Office Phone: 701-231-5847
Email Address: carol.cwiak@ndsu.edu

Current Teaching Areas
- EMGT 261: Disaster Preparedness
- EMGT 262: Disaster Mitigation
- EMGT 263: Disaster Response
- EMGT 291: Seminar – Career/Professional Development/EMGT
- EMGT 461/661: Business Continuity and Crisis Management
- EMGT 491/690: Advanced Business Continuity

Research Interests
- The professionalization of emergency management - particularly issues relating to identity, power, and dependence in the relationship with the legislative community, the role of professional organizations, the role of
- Chaos theory's role in understanding vulnerability, critical failures, social movements, and high reliability organizations;
- The value of youth education in addressing citizen preparedness and expectation management issues;
- Issues in business continuity and crisis management - particularly reputation management and company liability; and, the status of emergency management higher education programs.
- The status of emergency management higher education programs.
Y. Gurt Ge, Ph.D.

Contact Information
Office Location: Minard 428 B10
Office Phone: 701-231-6687
Email Address: yue.ge@ndsu.edu

Current Teaching Areas
- EMGT 262: Disaster Mitigation
- EMGT 414/614: Spatial Analysis in Emergency Management
- EMGT 420/620: Hazard, Risk, and Vulnerability Assessment
- EMGT 762: Mitigation Theory and Practice
- EMGT 862: Mitigation Theory II

Research Interests
- Planners’ perceptions of policies, tools, and strategies applied in environmental land use planning and natural hazard mitigation.
- Residents’ behaviors in response to hurricane evacuations.
- Socioeconomic impact assessment of flooding prediction model improvement.
- Coastal resiliency and vulnerability assessment.
- Post-disaster reconstruction and recovery evaluation in China.
- Spatial analysis using GIS in solving emergency management issues.

Jessica Jensen, Ph.D.

Contact Information
Office Location: Minard 428 B14
Office Phone: 701-231-5886
Email Address: ja.jensen@ndsu.edu

Current Teaching Areas
- EMGT 262: Disaster Mitigation
- EMGT 264: Disaster Recovery
- EMGT 443/643: Voluntary Agency Disaster Services
- EMGT 445/645: Vulnerability and Functional Needs
- EMGT 410/610: Comprehensive Emergency Management Planning
- EMGT 761: Preparedness Theory and Practice
- EMGT 763: Response Theory and Practice
- EMGT 764: Recovery Theory and Practice
- EMGT 861: Preparedness Theory II
- EMGT 862: Mitigation Theory II
- EMGT 863: Response Theory II
- EMGT 864: Recovery Theory II

Research Interests
- Development of emergency management as an academic discipline (including its disciplinary nature, core concepts, theory, and curriculum)
• Synthesis of the findings related to hazards, vulnerability, and associated events from the various academic disciplines conducting research on these topics and integration of the aforementioned findings into the discipline of emergency management
• Measurement of effectiveness and efficiency in preparedness for, response to, and recovery from hazard events
• Learning in emergency management (e.g., after-action evaluations)
• Incident management systems (e.g., National Incident Management System, Incident Command System)

Daniel Klenow, Ph.D.

Contact Information
Office Location: Minard 428 B2
Office Phone: 701-231-8925
Email Address: daniel.klenow@ndsu.edu

Current Teaching Areas
• EMGT 150: Homeland Security: An Exploration
• EMGT 435/635: Issues in Homeland Security and Emergency Management
• EMGT 720: Emergency Management Theory
• EMGT 730: Advanced Research Methods

Research Interests
• Emergency management education and accreditation (U.S. and International)
• International Emergency Management
• Integrating the empirical and theoretical base of emergency management as a discipline and field of practice
• Special populations and disaster with emphasis on older population segments
• Career patterns and decision-making processes that lead to selecting emergency management as a career choice
• Profiling Tornado Vulnerability
APPENDIX E. Grading Rubric for Writing Assignments

The following standardized grading rubric will be used to evaluate all writing assignments, essays, and papers in emergency management courses. Faculty evaluations of student writing will consider a minimum of four areas: Structure and Organization, Content, Style, and Mechanics. Faculty may also choose to add additional considerations within each area and/or add another area of evaluation to adapt the grading rubric to specific or unique writing assignments. Prior to giving a writing assignment, faculty will inform students of the point values within each evaluation area.

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<thead>
<tr>
<th>Structure and Organization</th>
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<th>Point Value</th>
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<tr>
<td>Opening</td>
<td>Introduction is engaging and a thesis statement clearly tells the reader where the writing assignment is going to take them.</td>
<td>Introduction is informative and thesis statement is focused.</td>
<td>Introduction may be weak. Thesis is evident, but may need sharper focus.</td>
<td>Introduction is weak. Thesis is weak.</td>
<td>No introduction evident. No thesis statement.</td>
</tr>
<tr>
<td>Main Body</td>
<td>Paragraph sequence is logical; transitions clarify relationships of ideas. Paragraphs are unified and coherent.</td>
<td>Sequence of paragraphs is logical; transitions are generally smooth. Paragraphs are unified and coherent.</td>
<td>Organization is apparent but not consistent. Transitions are lacking. Paragraphs lack coherence and are often short.</td>
<td>Organization is haphazard; paragraphs breaks are illogical. Short undeveloped and/or repetitive paragraphs.</td>
<td>No organization evident.</td>
</tr>
<tr>
<td>Conclusion</td>
<td>Conclusion reinforces where the writing assignment has attempted to take the reader.</td>
<td>Conclusion is well written and goes beyond summary.</td>
<td>Conclusion merely summarizes what was written in the writing assignment.</td>
<td>Conclusion is weak.</td>
<td>No conclusion evident.</td>
</tr>
<tr>
<td>Content</td>
<td>Excellent analysis of topic is evident. Writing assignment demonstrates student’s clear grasp and ownership of material. Response to topic is original and demonstrates insight into topic.</td>
<td>Analysis is good. Student establishes clear familiarity with material. Response to topic demonstrates careful thought on the topic.</td>
<td>Analysis of topic is superficial. Student establishes they are adequately familiar with material. Response to topic is appropriate but needs more sustained thinking.</td>
<td>Topic is addressed inadequately. Writing does not clearly demonstrate the student’s thought on or knowledge of the topic.</td>
<td>Inappropriate topic. Little thought evident.</td>
</tr>
<tr>
<td>Evidence</td>
<td>Ideas are well developed with significant and persuasive evidence. Use of supporting evidence is both apropos to the points being made and thorough. Writer consistently and accurately references or cites supporting information.</td>
<td>Ideas are well developed with effective evidence and support. Use of supporting evidence is effective. Writer references or cites supporting information well.</td>
<td>Some ideas are underdeveloped; some key points may lack support. Adequate attempt is made to support major points and cite sources.</td>
<td>Ideas lack development, are overly generalized, and/or ramble. Very little if any evidence or support from course materials is used or cited.</td>
<td>No development of ideas. No evidence or support from course materials is used or cited.</td>
</tr>
<tr>
<td>Style</td>
<td>Sentences are skillfully constructed, varied, and distinctive.</td>
<td>Sentences are generally concise and varied.</td>
<td>Sentences are appropriate but may show little complexity or variety and some awkwardness.</td>
<td>Awkward sentences and/or obscure train of thought.</td>
<td>Sentences lack structure, coherence, and cogency.</td>
</tr>
<tr>
<td>Sentence Structure</td>
<td>Diction is fresh and precise. Perfect use of the English language.</td>
<td>Diction is fluent. Accurate use of the English language.</td>
<td>Diction is generally clear and idiomatic. Occasional vague wording or misuse of the English language.</td>
<td>Diction is often vague, repetitive, incorrect, and unidiomatic.</td>
<td>Diction is vague, repetitive, incorrect, and/ or unidiomatic throughout.</td>
</tr>
<tr>
<td>Diction</td>
<td>Grammar</td>
<td>Perfect grammar.</td>
<td>Few deviations from standard grammar.</td>
<td>Occasional fragments or other errors.</td>
<td>Repeated fragments or other errors.</td>
</tr>
<tr>
<td>Punctuation</td>
<td>Perfect punctuation.</td>
<td>Few punctuation errors.</td>
<td>Occasional punctuation errors such as comma splices.</td>
<td>Repeated punctuation errors such as comma splices.</td>
<td>Serious and repeated errors in punctuation.</td>
</tr>
</tbody>
</table>
## APPENDIX F. Grading Rubric for Presentations

The following standardized grading rubric will be used to evaluate all presentations in emergency management courses. Faculty evaluations of student presentations will consider a minimum of five areas: Organization, Subject Knowledge, Visual Aids, Stage Presence and Discussion Period. Faculty may also choose to add additional considerations within each area and/or add another area of evaluation to adapt the grading rubric to specific or unique writing assignments. Prior to giving a presentation assignment, faculty will inform students of the point values within each evaluation area.

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<tbody>
<tr>
<td><strong>Organization</strong></td>
<td>Consistently clear, concise, well organized. Points were easy to follow because of the organization. Transitions between sections smooth and coordinated.</td>
<td>Usually clear, concise, well organized. Most of the presentation was easy to follow. Transitions between sections usually coordinated.</td>
<td>Not always clear or concise. Organization was adequate, but weak. Occasionally wandered and was sometimes difficult to follow. Transitions between sections weak.</td>
<td>Often unclear and disorganized, rambled too much. The presentation was confusing and difficult to follow. Transitions between sections awkward.</td>
</tr>
<tr>
<td><strong>Subject Knowledge</strong></td>
<td>Displayed an excellent grasp of the material. Demonstrated excellent mastery of content, application and implications. Excellent research depth.</td>
<td>Displayed a general grasp of the material. Demonstrated good mastery of content, application and implications. Good research depth.</td>
<td>Displayed some grasp of the material. Demonstrated adequate mastery of content, application and implications. Research not very deep.</td>
<td>Displayed a poor grasp of the material. Demonstrated a superficial handling of content, application and implications. Little depth of research.</td>
</tr>
<tr>
<td><strong>Visual Aids</strong></td>
<td>Simple, clear, easy to interpret, easy to read. Well coordinated with content, well designed, used very effectively. Excellent example of how to prepare and use good visual aids</td>
<td>Usually clear, easy to interpret, easy to read. Generally well coordinated with content, design was okay, generally used effectively. Demonstrated some understanding of how to use visual aids.</td>
<td>Marginally acceptable, too complex, crowded, difficult to read or interpret. Adequate coordination with content. Used only adequately. Showed little understanding of how to prepare and use visual aids.</td>
<td>Poor quality visual aids (or none), hard to read, technically inaccurate, poorly constructed. Poor coordination with content. Used poorly. The presenter did not seem to know how to prepare or use visual aids effectively.</td>
</tr>
<tr>
<td><strong>Stage Presence</strong></td>
<td>Excellent stage presence. Confident, used notes well, at ease, excellent gestures, good audience attention, good eye contact.</td>
<td>Good stage presence. Fairly confident, used notes fairly well, good gestures, acceptable audience attention and eye contact.</td>
<td>Adequate stage presence. Read parts, fumbled with notes, several distracting mannerisms, minimal gestures, minimal eye contact, too many ums.</td>
<td>Poor stage presence. Unprepared, awkward, shuffled papers, poor eye contact, lots of ums, turned from audience to read overheads, shuffled feet, fidgeted. Poor gestures.</td>
</tr>
<tr>
<td><strong>Discussion Period</strong></td>
<td>Student leads a compelling discussion or creates a relevant and engaging group activity.</td>
<td>Student organizes a discussion or activity, but it is not relevant or useful.</td>
<td>Student’s discussion or group activity is not well organized or explained to the class.</td>
<td>Student does not lead a discussion period or organize a group activity.</td>
</tr>
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APPENDIX G. Schedule of Emergency Management Course Offerings

2016-2017

**Fall**
EMGT 101: Emergencies, Disasters, and Catastrophes
EMGT 261: Disaster Preparedness
EMGT 264: Disaster Recovery
EMGT 414/614: Spatial Analysis in Emergency Management
EMGT 425/625: International Emergency Management
EMGT 491/690: Advanced Business Continuity
EMGT 763: Response Theory and Practice

**Spring**
EMGT 101: Emergencies, Disasters, and Catastrophes
EMGT 150: Homeland Security
EMGT 262: Disaster Mitigation
EMGT 263: Disaster Response
EMGT 291: Career and Professional Development
EMGT 410/610: Comprehensive Emergency Management Planning
EMGT 430: Emergency Management Capstone
EMGT 461/661: Business Continuity and Crisis Management
EMGT 720: Emergency Management Theory
EMGT 762: Mitigation Theory and Practice

2017-2018

**Fall**
EMGT 101: Emergencies, Disasters, and Catastrophes
EMGT 261: Disaster Preparedness
EMGT 264: Disaster Recovery
EMGT 414/614: Spatial Analysis in Emergency Management
EMGT 425/625: International Emergency Management
EMGT 463/663: Voluntary Agency Services in Disaster
EMGT 491/690: Advanced Business Continuity
EMGT 761: Preparedness Theory and Practice

**Spring**
EMGT 101: Emergencies, Disasters, and Catastrophes
EMGT 262: Disaster Mitigation
EMGT 263: Disaster Response
EMGT 291: Career and Professional Development
EMGT 420/620: Hazard, Risk, and Vulnerability Assessment
EMGT 430: Emergency Management Capstone
EMGT 461/661: Business Continuity and Crisis Management
EMGT 730: Advanced Research Methods
EMGT 764: Recovery Theory and Practice

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APPENDIX H. Description of Emergency Management Courses Offered

610 Comprehensive Emergency Management Planning 3
Educates students in the preparation of various types of emergency management plans and how to lead a planning process within non-profits, businesses, and/or government organizations.

614 Spatial Analysis in Emergency Management 3
This course is designed to provide emergency management students with specific disaster related applications of spatial analysis techniques in state of the art GIS software.

620 Hazard, Risk, and Vulnerability Assessment 3
Educates students in the preparation of hazard, risk, and vulnerability assessment.

625 International Emergency Management 3
Explores hazard events, emergency management processes and structures, and how they vary around the world.

635 Issues in Homeland Security and Emergency Management 3
An analysis of homeland security and its relationship to emergency management within the framework of evolving domestic and international hazards.

645 Vulnerability and Functional Needs in Emergency Management 3
Using the framework of vulnerability theory this course examines research related to groups that have been historically labeled “special populations” and how their functional needs might be addressed through emergency management.

661 Business Continuity and Crisis Management 3
This course provides an overview of planning and management principles applicable to business or operational resumption following an emergency. The emphasis will be on minimizing the impact of a disaster on business operations.

663 Voluntary Agency Disaster Services 3
Examination of the roles played by local, state, national, and international voluntary agencies in emergency preparedness, mitigation, response, and recovery.

664 Disaster and Culture 3
Examines human-made and natural disasters through cross-cultural and historical perspectives. Addresses cultural variation across and within relevant communities including those of disaster victims, emergency management systems, and a broad public.

720 Emergency Management Theory 3
This course reviews the theoretical assumptions and foundation of disaster management from the interpersonal, small group, organization and societal levels.

730 Advanced Research Methods 3
This course reviews qualitative and quantitative methodologies and provides additional depth on their application to emergency management research projects. Prereq: SOC 700, 701.

761 Preparedness Theory and Practice 3
Examination of natural and human-made disasters from a risk assessment perspective, and preparedness and control procedures for each of these types of disaster.
762 Mitigation Theory and Practice 3
Examination of disaster mitigation theory and the rationale and context of mitigation procedures, programs, and planning. Students will acquire both theoretical and applied understandings of mitigation principles and practices.

763 Response Theory and Practice 3
Examination of theory and practice of response including response variance and effectiveness.

764 Recovery Theory and Practice 3
Theory, principles, and procedures used in disaster damage assessment and in emergency supply and service dissemination.

861 Preparedness Theory II 3
Students develop specialization in preparedness theory by selecting one or more topical areas within preparedness about which they will broaden and deepen their knowledge with faculty mentorship.

862 Mitigation Theory II 3
Students develop specialization in mitigation theory by selecting one or more topical areas within mitigation about which they will broaden and deepen their knowledge with faculty mentorship.

863 Response Theory II 3
Students develop specialization in response theory by selecting one or more topical areas within response about which they will broaden and deepen their knowledge with faculty mentorship.

864 Recovery Theory II 3
Students develop specialization in recovery theory by selecting one or more topical areas within recovery about which they will broaden and deepen their knowledge with faculty mentorship.
APPENDIX I. Forms for Master’s Thesis/Comprehensive Paper Scheduling and Completion

North Dakota State University
Graduate School

Request to Schedule Examination

- The student scheduling the examination has an approved Plan of Study on file at the Graduate School.
- The student must be enrolled during the semester of the examination.
- The Request to Schedule must be received in the Graduate School at least two weeks before the examination.
- A copy of the disquisition must be given to the committee members at least seven days prior to the Final Examination.
- If the student plans to participate in commencement, the Commencement Participation Form must be completed on the Graduate School website.

Failure to meet the above mentioned conditions may result in this form being returned to the student’s department without approval of the Graduate School.

Student: __________________________ Student ID #: __________________________

Examination to be scheduled: __________ Comprehensive/Preliminary __________ Final

Graduate Program: __________________________ Degree: DMA DNP EdS EdD MA MEd MM MS PhD

Date/Time/Place of examination: __________________________ Date/Time Building Room

Thesis/Dissertation/Paper Title: _______________________________________________________

The following are members of the examining committee:

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<th>Name</th>
<th>Department</th>
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Adviser Signature __________________________ Department/Program Chair Signature __________________________

NDSU
Graduate School
If you have any questions, contact the Graduate School at 701-231-7033 or ndsu.grad.school@ndsu.edu

[35]
Candidate and Committee are reminded of the following procedures:

1. Before being recommended for the master's degree, and in addition to other requirements, the candidate shall pass an oral examination before a supervisory committee approved by the department chair and academic dean and appointed by the Graduate Dean.

Before being recommended for the doctoral degree, and in addition to other requirements, the candidate shall pass an oral examination before a supervisory committee approved by the department chair and academic dean and appointed by the Graduate Dean.

2. The master's final examination shall cover course work taken by the candidate and also the disquisition, seminar papers, or oral examination paper and knowledge fundamental therein.

The comprehensive/preliminary doctoral examination cannot be taken until the greater portion of courses has been completed and any required language proficiency has been certified. At least one academic semester must elapse between the comprehensive/preliminary examination and the final examination. The final examination will be taken after the candidate has completed the course work and the dissertation. This oral examination will be concerned primarily with the dissertation, but it may also cover material from course work, especially courses fundamental to the dissertation.

3. The request to schedule the examination must be received by the Graduate School at least two weeks BEFORE the examination.

4. Each candidate must have submitted a final copy of the disquisition to each member of the oral examination committee at least seven days BEFORE the examination.

5. At the close of the oral examination, each examining committee member shall record in writing his/her approval or disapproval of the candidate. Report of Final Examination is to be forwarded to the Graduate School as soon as the examination is completed.

6. A negative vote by more than one member of the student's committee will signify failure of the examination.
Report of Final Examination

Candidate ___________________________ ID # _______________________

Degree ___________________________ Program/Department _______________________

College ___________________________ Date of Examination _______________________

Disquisition Title: ______________________

The appointed committee has examined the candidate’s competence and knowledge required in the selected field of study. When all other requirements have been completed, the committee recommends to the Graduate Faculty that the student be awarded the above-designated degree.

The Committee

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<tr>
<th>Approve</th>
<th>Disapprove</th>
<th>Typed Name</th>
<th>Signature</th>
<th>Date</th>
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<td>Chair</td>
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Remarks and other Recommendations: (must be completed if candidate is not approved)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

The original copy of this report should be forwarded to the Graduate School within seven (7) days after the examination is completed. If the student is NOT recommended, please explain the committee’s action (attach letter if necessary). Copies will be sent to the Committee, and Department Chair.

NDSU

The Graduate School                             APPROVED

If you have any questions, contact The Graduate School at 701-231-1033 or ndsu.grad.school@ndsu.nodak.edu

Graduate Dean

Date
North Dakota State University
Graduate School

Title


By

Student ID # ________________

The Supervisory Committee certifies that this disquisition complies with North Dakota State University’s regulations and meets the accepted standards for the degree of

__________________________________________

SUPERVISORY COMMITTEE:

__________________________________________

__________________________________________

__________________________________________

__________________________________________

Approved by Department Chair:

__________________________________________

Date

Signature
APPENDIX J. Forms for Dissertation Scheduling and Completion

North Dakota State University
Graduate School

Request to Schedule Examination

- The student scheduling the examination has an approved Plan of Study on file at the Graduate School.
- The student must be enrolled during the semester of the examination.
- The Request to Schedule must be received in the Graduate School at least two weeks before the examination.
- A copy of the disquisition must be given to the committee members at least seven days prior to the Final Examination.
- If the student plans to participate in commencement, the Commencement Participation Form must be completed on the Graduate School website.

Failure to meet the above mentioned conditions may result in this form being returned to the student’s department without approval of the Graduate School.

Student: ___________________________ Student ID #: ___________________________

Examination to be scheduled: __________ Comprehensive/Preliminary __________ Final

Graduate Program: ___________________________ Degree: DMA DNP EdS EdD MA MEd MM MS PhD

Date/Time/Place of examination: 

Date/Time Building Room

Thesis/Dissertation/Paper Title: ___________________________

The following are members of the examining committee:

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<th>Name</th>
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Adviser Signature ___________________________ Department/Program Chair Signature ___________________________

NDSU
Graduate School
If you have any questions, contact the Graduate School at 701-231-7033 or ndsu.grad.school@ndsu.edu

-----------------------------------------------
Graduate Dean ___________________________ Date ___________________________
Candidate and Committee are reminded of the following procedures:

1. Before being recommended for the master's degree, and in addition to other requirements, the candidate shall pass an oral examination before a supervisory committee approved by the department chair and academic dean and appointed by the Graduate Dean.

2. Before being recommended for the doctoral degree, and in addition to other requirements, the candidate shall pass an oral examination before an advisory committee approved by the department chair and academic dean and appointed by the Graduate Dean.

3. The master's final examination shall cover course work taken by the candidate and also the disquisition, seminar papers, or oral examination paper and knowledge fundamental therein. The comprehensive/preliminary doctoral examination cannot be taken until the greater portion of courses has been completed and any required language proficiency has been certified. At least one academic semester must elapse between the comprehensive/preliminary examination and the final examination. The final examination will be taken after the candidate has completed the course work and the dissertation. This oral examination will be concerned primarily with the dissertation, but it may also cover material from course work, especially courses fundamental to the dissertation.

4. The request to schedule the examination must be received by The Graduate School at least two weeks BEFORE the examination.

5. Each candidate must have submitted a final copy of the disquisition to each member of the oral examination committee at least seven days BEFORE the examination.

6. At the close of the oral examination, each examining committee member shall record in writing his/her approval or disapproval of the candidate. Report of Final Examination is to be forwarded to The Graduate School as soon as the examination is completed.

7. A negative vote by more than one member of the student's committee will signify failure of the examination.
North Dakota State University
The Graduate School

Report of Preliminary Examination

Candidate ___________________________ ID # ___________________________
Degree ___________________________ Major ___________________________

Basis for report
Written examination ____________ Oral Examination ____________

The appointed committee has examined the candidate’s competence and knowledge required in the selected field of study. It is recommended that the candidate be admitted into candidacy for the Ph.D., Ed.D., D.N.P., or D.M.A. degree and be allowed to proceed with the assigned research program and completion of degree requirements.

The Committee

<table>
<thead>
<tr>
<th>Approve</th>
<th>Disapprove</th>
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<th>Signature</th>
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Remarks and other Recommendations (must be completed if candidate is not approved):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

The original copy of this report should be forwarded to The Graduate School as soon as the examination is completed. If the student is NOT recommended, please explain the committee’s action (attach letter if necessary). Copies will go to the Committee, and Department Chair.

NDSU
The Graduate School
If you have any questions, contact The Graduate School at 701-231-7033 or ndsu.grad.school@ndsu.edu

APPROVED

__________________________         ________________________
Graduate Dean               Date

[41]
Candidate and Committee are reminded of the following procedures:

1. Before being recommended for the master's degree, and in addition to other requirements, the candidate shall pass an oral examination before a supervisory committee approved by the department chair and academic dean and appointed by the Graduate Dean.

2. Before being recommended for the doctoral degree, and in addition to other requirements, the candidate shall pass an oral examination before a supervisory committee approved by the department chair and academic dean and appointed by the Graduate Dean.

2. The master's final examination shall cover course work taken by the candidate and also the disquisition, seminar papers, or oral examination paper and knowledge fundamental therein.

The comprehensive/preliminary doctoral examination cannot be taken until the greater portion of courses has been completed and any required language proficiency has been certified. At least one academic semester must elapse between the comprehensive/preliminary examination and the final examination. The final examination will be taken after the candidate has completed the course work and the dissertation. This oral examination will be concerned primarily with the dissertation, but it may also cover material from course work, especially courses fundamental to the dissertation.

3. The request to schedule the examination must be received by the Graduate School at least two weeks BEFORE the examination.

4. Each candidate must have submitted a final copy of the disquisition to each member of the oral examination committee at least seven days BEFORE the examination.

5. At the close of the oral examination, each examining committee member shall record in writing his/her approval or disapproval of the candidate. Report of Final Examination is to be forwarded to the Graduate School as soon as the examination is completed.

6. A negative vote by more than one member of the student's committee will signify failure of the examination.
Note: Students must complete a statistics course as a prerequisite for Quantitative Methods.

Those students lacking in field experience will be expected to complete an applied, field-based emergency management practicum; however, students with ample field experience in emergency management will be expected to complete a research practicum to fulfill the practicum credits. The research practicum can be fulfilled by participating in a member of the faculty’s research or by the student conducting his/her own research under the supervision of a faculty member. The student and his/her advisor will determine the type of practicum a student ought to take.

Note: Students must complete a statistics course as a prerequisite for Quantitative Methods.

Those students lacking in field experience will be expected to complete an applied, field-based emergency management practicum; however, students with ample field experience in emergency management will be expected to complete a research practicum to fulfill the practicum credits. The research practicum can be fulfilled by participating in a member of the faculty’s research or by the student conducting his/her own research under the supervision of a faculty member. The student and his/her advisor will determine the type of practicum a student ought to take.

Students will complete 3 comprehensive exams as part of the doctoral degree program. One exam will be to assess student knowledge of emergency management theory; one exam will be to assess student knowledge of methodology; and, one exam will be to assess student knowledge in their areas of specialization.

Note: Courses taken at the undergraduate level (400) cannot be retaken at the graduate level (600).

Doctoral students must pick two of the four functional areas of emergency management in which to specialize. Each student will take a one semester 800-level course in the areas of their choice with the faculty member that teaches the 700-level course. The purpose of these courses is to provide students the opportunity to deepen and broaden their knowledge of the scholarly literature related to these functional areas. These two courses must follow the completion of the 700-level course in the chosen areas and the two 800-level courses may NOT be taken in the same semester.

Courses in this section of electives are for transfer credits, prior thesis, comprehensive study, or technical papers completed as part of a master’s degree program or additional electives of the students choice such as didactic courses, seminars, independent study, and/or field research. Students may also take an additional 6 credits from Emergency Management Electives above.

All doctoral students must take a minimum of 3 credits of research practicum. The research practicum can be fulfilled by participating in a member of the faculty’s research or by the student conducting his/her own research under the supervision of a faculty member. For every 3 credits of research practicum a student takes the student must submit a manuscript to a scholarly, peer-reviewed emergency management journal by the time they defend their dissertation. Students also must take 3-6 credits of an applied, field-based emergency management practicum; however, students with ample field experience in emergency management may complete additional research practicum credits to fulfill the 9 required practicum credits. The student and his/her advisor will determine how the credits will be fulfilled in this category.