

Department of Emergency Management

Strategic Plan Academic Years 2017-2023

(Updated as of 7/1/19)

Department Vision

At the end of the 2023 academic year, the Department of Emergency Management will be valued by our colleagues and administrators within the college and across the campus as a contributing and important part of fulfillment of North Dakota State University's (NDSU) mission. The Department will have demonstrated significant growth in the number and types of students it serves on campus while ensuring a robust, sustainable approach to serving those students. The Department of Emergency Management will also have maintained and enhanced its reputation as the leader in emergency management education through strong relationships with alumni and practitioner organizations and active engagement in research, presentations, and national working groups.

Initially Prioritized Strategic Goals

1. *Continue to increase departmental SCH and FTE in a way that supports undergraduate major student success*

Related goal: Increase the number of courses approved for general education at the university level

- Action 1: Apply for and follow through with process related to EMGT 150 being approved as part of general education in the social and behavioral sciences and global categories
- Action 2: Market approved general education courses across campus
- Action 3: Market approved general education courses through social media

Related goal: Continue to increase enrollment in 101

- Action 1: Market 101 across campus
- Action 2: Market 101 through social media
- Action 3: Market 101 to incoming transfer and freshmen students

Related goal: Continue to bring more minors into our courses

- Action 1: Circulate marketing materials on a regular basis to targeted audiences
- Action 2: Develop social media marketing materials and strategy to be implemented on a regular basis to targeted audiences
- Action 3: Continue to offer all core minor classes once a year to make it easy for students to complete a minor

Related goal: Explore program DFW rates and identify potential means of bringing rates down

- Action 1: Make DFW rate discussion a primary department meeting agenda item at least once each semester
- Action 2: Hold a focus group with students in high DFW rate courses to tease out issues that might be driving high DFW rates

Related goal: Continuously learn from our students about their experience in our program

- Action 1: Solicit participation of high performing students in a "Head's Council"
- Action 2: Explore ways of getting the feedback from a more diverse range of students in addition to a "Head's Council" type idea

Goal 1 and 2 Metrics:

- ✓ 101 and elective course enrollments that first consistently meet and then consistently exceed minimum enrollment requirements year over year
- ✓ Increase in SCH fall over fall, spring over spring, and year over year
- ✓ Increase in average SCH per faculty fall over fall, spring over spring and year over year
- ✓ Keep DFW rate below institutional maximum (20%) in individual classes and across the curriculum
- ✓ Increase number of minors in the homeland security, risk and resilience management, and vulnerability and capacity building options year over year
- ✓ Increase the number of first time, first year freshman majors year over year
- ✓ At least keep constant (and ideally increase) undergraduate major retention
- ✓ At least keep constant (and ideally reduce) time to degree completion for majors

2. *Retain the graduate program and grow it in ways that fit our capacity and facilitate student success.*

Related Goal: Increase the number of applications generated from students at institutions with which we have an articulation agreement.

- Action 1: Finish marketing materials with Graduate School funding
- Action 2: Mail marketing packets to graduate coordinators to pass out
- Action 3: Apply for Graduate School funding to visit those schools to present on our program and visit with prospective students
- Action 4: Explore additional institutions for articulation agreements

Related Goal: Develop proposals for graduate certificates mimicking our undergraduate minors (i.e., using the same titles and graduate level of the same courses).

- Action 1: Meet with Claudia about the idea and to learn facilitators/pitfalls before developing proposals
- Action 2: Develop Vulnerability and Capacity Building Certificate proposal
- Action 3: Develop Risk and Resilience Management Certificate proposal
- Action 4: Develop Homeland Security Certificate proposal
- Action 5: Market certificates on campus to existing graduate programs and within the Graduate School

Related Goal: Reinvigorate campus discussion around instrumented classrooms to facilitate both active learning and synchronous distance learning.

- Action 1: Carry forward idea with Dean in monthly meeting
- Action 2: Bring idea to Provost again
- Action 3: Speak to idea within context of campus Strategic Planning initiative

Related Goal: Market existing graduate programs.

- Action 1: Develop marketing materials to advertise the graduate programs (especially leveraging the Graduate School funding for insert project) and a dissemination plan.
- Action 2: Develop a social media marketing plan for the graduate programs and execute.
- Action 3: Continue to accept master's students to our face-to-face program—thesis track—at no more than 3 per year.
- Action 4: Emphasize acceptance of self-paying master's students to the comprehensive track.
- Action 5: Continue to accept only 0-2 doctoral students a year and closely mentor them.

Metrics:

- ✓ Consistently meet minimum course enrollment requirements for graduate courses
- ✓ Increased number of applicants to masters program
- ✓ Increased number of students paying for their degree program
- ✓ Increased number of students taking graduate courses
- ✓ Increased number of students from other graduate degree programs taking graduate courses
- ✓ Stable or improving graduate student retention
- ✓ Stable or improving time to degree completion for each graduate degree
- ✓ Stable rotation of course offerings to facilitate degree completion

3. *Increase the number of first time, first year freshman majoring in emergency management at NDSU.*

Related Goal: Increase the proportion of undergraduate students majoring in emergency management at NDSU from outside of the region.

- Action 1: Continue to develop and disseminate marketing materials as budget allow
- Action 2: Develop set of social media posts to be used with national audience in disaster impacted areas, disseminate and track
- Action 3: Follow up with admissions monthly to get the list of raised hands
- Action 4: Continue to evolve the website to hit key messages vis a vis our competitors
- Action 5: Specifically market the AA/AS transfer advantage (i.e., waive minor)
- Action 6: Specifically market to current and former military the possibility of waiving the minor

Related Goal: Develop a mechanism for tracking numbers of undergraduate majors over time and details about them (including where they are coming from).

- Action 1: Develop tool to gather data in orientation each semester that also includes a portion with a skip pattern that can be used as an exit survey and follow up survey (6 months after)
- Action 2: Track majors
- Action 3: Review data annually for relationship to program development and marketing

4. *Maintain the Department of Emergency Management's national reputation and profile as a leader in emergency management education.*

- Action 1: Promote students, curriculum, program, and faculty news and accomplishments through social media and website
- Action 2: One or more faculty attend and present at key national conferences annually
- Action 3: Faculty provide evidence of a productive research agenda through grants and publications in scholarly indexed journal outlets and peer-reviewed books
- Action 4: Graduate students co-author publications and have opportunity to collaborate on faculty grants/research projects
- Action 5: Faculty participate actively in professional organizations and working groups convened by national organizations (e.g., Federal Emergency Management Agency)
- Action 6: One or more faculty look for ways to engage in state emergency management leadership forums, workshops, or conference within the region

Metrics:

- ✓ Number of key conferences attended relative to list of such conferences

- ✓ Number of sessions in which faculty had a formal role at conferences
- ✓ Number of sessions in which faculty had an invited role at conferences
- ✓ Evidence of productive research agenda in the form of numbers of articles under review, articles receiving revise and resubmit, articles accepted, number of book chapters, number of invited publications, number of grants submitted, number of grants received
- ✓ Number of manuscript, article, and/or grant collaborations that involved graduate students
- ✓ Number of manuscripts, articles, and/or grant collaborations in which graduate students had a co-author or co-investigator/key personnel role

5. *Continue to strengthen department relationships with key stakeholder groups.*

Related Goal: Develop formal mechanisms for engaging with alumni on an ongoing basis.

- Action 1: Increase alumni giving
- Action 2: Continue to track majors using developed instrument
- Action 3: Continue to collect student private email addresses prior to graduation at the department level
- Action 4: Continue to hold one or more annual gatherings for alumni
- Action 5: Continue to identify ways to leverage alumni experience to enhance student development

Metrics:

- ✓ Increase in number of alumni giving each year
- ✓ Increase in number alumni giving year over year
- ✓ Increase in total amount of dollars contributed to the Alumni and/or Scholarship funds
- ✓ List of ways alumni are engaged to enhance student development

Related Goal: Develop institutional relationships between the Department of Emergency Management and key practitioner organizations in the region.

- Action 1: Nurture relationships with organizations identified in Appendix B over the next 5 years
- Action 2: Gain commitment from these organizations in the form of collaborative partnership agreements
- Action 3: Honor the terms of the collaborative partnership agreements and identify actions our Department faculty might pursue with them to benefit our students, alumni, and/or the field more broadly
- Action 4: Institutionalize some action(s) between these organizations within the 5-year period

Metrics:

- ✓ Maintained list
- ✓ Record of date, time, location, attendance, and agenda of bi-annual meetings
- ✓ Signed partnership agreements
- ✓ Record of any collaborative actions undertaken with key stakeholders including date, time, location, description of our involvement and outcomes

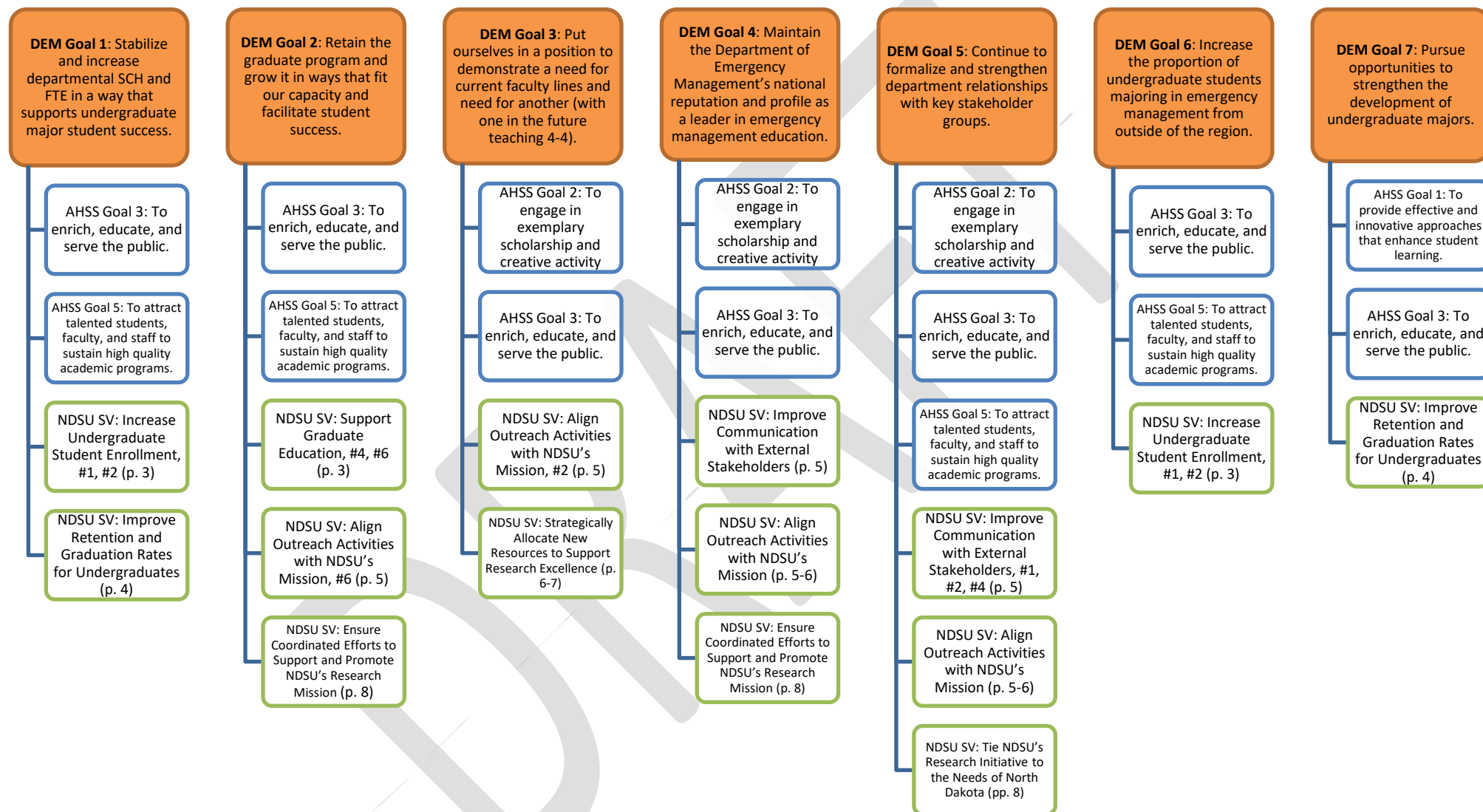
Goodness-of-Fit with AHSS and NDSU Strategic Visions

The foci within the Department of Emergency Management's Strategic Plan support those included in the College of Arts, Humanities, and Social Sciences Strategic Vision. The Department of Emergency Management Strategic Plan is also consistent with NDSU's current Strategic Vision. See Appendix A for a figure demonstrating the connections among the Department of Emergency Management's Strategic Goals, the Strategic Vision of the College of Arts, Humanities, and Social Sciences, and NDSU's Strategic Vision.

Fulfillment of the Vision and Goals outlined herein will require, the Department of Emergency Management will have to be “nimble and entrepreneurial” (North Dakota State University Strategic Vision, p. 2) as well as support from University administration at all levels.

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Appendix A. Relationship of Departmental, College and University Strategic Goals



Appendix B. Target Practitioner Organizations for the Development of Institutional Relationships

Cass-Fargo Emergency Management Office—LONG STANDING BUT NO PARTNERSHIP AGREEMENT YET

North Dakota Department of Emergency Services—DONE

North Dakota Emergency Management Association—EMERGING

North Dakota VOAD

Moorhead Emergency Management Office

Clay Emergency Management Office

Minnesota Homeland Security and Emergency Management—DONE

Association of Minnesota Emergency Managers—DONE

Minnesota VOAD

Federal Emergency Management Agency Region VIII—EMERGING

Federal Emergency Management Agency Region V

South Dakota Emergency Management Association—EMERGING

South Dakota Office of Emergency Management—EMERGING

South Dakota VOAD