

Strategic Plan Academic Years 2021-2026

Department Vision

At the end of the 2026 academic year, our colleagues and administrators within the college and across the campus will value the Department of Emergency Management and Disaster Science (DEMDS) 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 who benefit from a world class emergency management education while ensuring we do so in a robust, sustainable way and provide a safe and welcoming environment for all, particularly students of diverse backgrounds. The Department will also have maintained and enhanced its reputation as the leader in emergency management education and research through strong relationships with alumni and practitioner organizations and active engagement in research, presentations, and national working groups.

Initially Prioritized Strategic Goals

1. *Grow enrollment in the undergraduate major and undergraduate courses while promoting and enhancing diversity and the success of our majors*

Related goal: 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: Increase the proportion of undergraduate students majoring in emergency management from outside of the region

- 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

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: Increase the number of first time, first year freshman majoring in emergency management at NDSU

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

Related Goal: Enhance diversity in the undergraduate programs

- Action 1: Identify key 2-year minority-serving community colleges and develop a targeted recruitment program
- Action 2: Support university-wide diversity initiatives to increase overall diversity in both undergraduate students and faculty
- Action 3: Identify high schools within NDSU target area serving under-represented students and develop a targeted recruitment program
- Action 4: Celebrate diversity where it exists in our program through marketing materials and recruitment efforts
- Action 5: Enhance departmental scholarships for individuals from underrepresented groups and market scholarships along with college and university diversity scholarships

Goal 1 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, enhance diversity, and 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: Increase enrollment in the master's program comprehensive study track, remote synchronous option

- Action 1: Develop marketing materials to advertise the remote option master's program and disseminate plan
- Action 2: Develop a social media marketing plan for the remote option and execute
- Action 3: Develop a new advising model that meets faculty capacity and facilitates community building amongst remote students
- Action 4: Market specifically to minority-serving institutions with a bachelor of science/arts in emergency management

Related Goal: Complement the diversity in our graduate program by connecting students of diverse backgrounds to resources on campus, the community, and the field.

- Action 1: Create or curate a resource list for students of diverse backgrounds that highlights campus, community, and national resources to support their success
- Action 2: As resources allow, offer courses at nontraditional times/days
- Action 3: Celebrate diversity where it exists in our program through marketing materials and recruitment efforts
- Action 4: Highlight diversity of the field through guest speakers
- Action 5: Continue to offer courses specifically designed to educate students about diversity and how it relates to hazard events

Metrics:

- ✓ Consistently meet minimum course enrollment requirements for graduate courses
- ✓ Increased number of applicants to master's 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. *Maintain the national reputation and profile of the DEMDS 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 regional and national conferences annually
- Action 3: Faculty participate actively in professional organizations and working groups convened by national organizations (e.g., Federal Emergency Management Agency)
- Action 4: 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

4. *Increase the research contributions of the DEMDS.*

- Action 1: Average of 1 publication in scholarly, indexed journal outlets and/or peer-reviewed books per year, per faculty member
- Action 2: Average of 1 research presentation per year, per faculty member
- Action 3: All doctoral students graduate with a minimum of 1 submitted article of which they are at least a co-author

- Action 4: Pursue sponsored research opportunities as appropriate given stage of career, research agenda, and current position description
- Action 5: Continue to participate in research infrastructure by serving as a peer reviewer for journals and publishing houses and on editorial boards as able

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: Collect student private email addresses prior to graduation at the department level
- Action 2: Hold one or more annual gatherings for alumni
- Action 3: 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 DEMDS 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

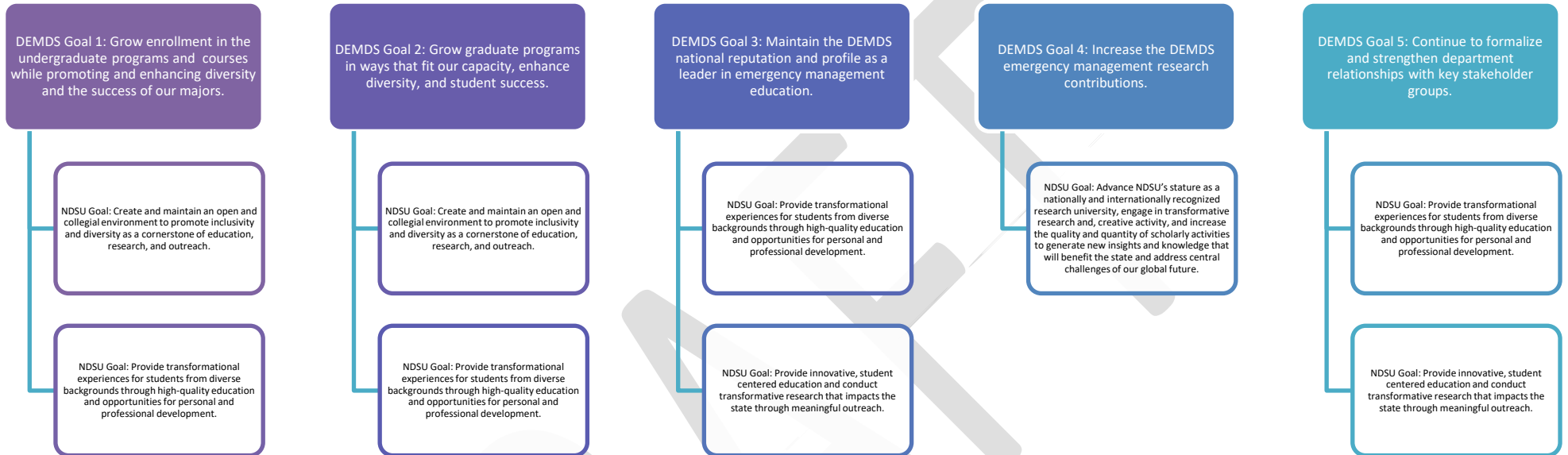
Metrics:

- ✓ 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 DEMDS Strategic Plan are consistent with NDSU's current Strategic Vision. See Appendix A for a figure demonstrating the connections between the DEMDS and NDSU's Strategic Plans.

Relationship of Departmental 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

National VOAD

Business Continuity Institute

Disaster Recovery Institute

South Dakota Emergency Management Association—EMERGING

South Dakota Office of Emergency Management—EMERGING

South Dakota VOAD