

**A**cademy for  
**I**nternational  
**D**isaster  
**P**reparedness

## Strategic Plan 2016-2021

**Beyond Possible**

*....Educating Tomorrow's Disaster  
Management Leaders*

January 2016

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**Steven J. Green**  
**School of International**  
**& Public Affairs**

# Message from the Executive Director



I am pleased to present the Academy for International Disaster Preparedness' (Academy) first five-year strategic plan. The plan will focus on delivering a high-quality education, professional development programs, and strategic partnerships designed to educate tomorrow's disaster management leaders and place the Academy among the few international disaster management, humanitarian assistance, emergency preparedness and homeland security programs in the United States.

In our role as a global university, the Academy is yet another example of Florida International University's commitment to the international community. Ever since its inception in 1965, the university has sought to reflect the vibrant, diverse community in South Florida. Because we believe that global disaster preparedness through education can lead to a greater survival rate, improved response and faster recovery from a major disaster, the Academy will provide a host of programs and initiatives to train and educate the next generation of international disaster managers and emergency practitioners. To accomplish this, the Academy will focus on a number of key goals within the next five years.

First, the Academy will educate tomorrow's disaster management leaders by supporting and partnering with local first responders, emergency managers, health care professionals, military personnel, international disaster communities, non-governmental organizations (NGOs) and the private sector to improve the knowledge and skills of practitioners as it relates to emergency preparedness, disaster management, homeland security and international humanitarian assistance. Second, the Academy will support student development through on-line courses, credit and non-credit graduate certificates, workshops and degrees, inspiring the nation's youth to enter this emerging and rewarding field. Lastly, the Academy will foster community collaborations and assist other nations by assisting them in the development of emergency preparedness, disaster management programs and lifesaving services.

As we continue to implement our strategic priorities, I am looking forward to building on the exceptional progress we have made since the founding of the Academy in 2013.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Almaguer', with a long horizontal line extending from the end.

Ruben D. Almaguer



According to the Bureau of Labor Statistics there will be an 8% growth of emergency management directors between 2012 and 2022.

According to Career Overview, opportunities for emergency management coordinators are expected to grow by 21.7% in 2016.



In September 2011, U.S. News and World Report listed emergency management as one of the 50 best jobs and homeland security among the fastest growing educational disciplines in recent history.

“The advantages to an education at FIU are many, but its location places it among the most dynamic and diverse populations in the nation. Our location also offers the Academy the unique opportunity to collaborate with local, regional and international disaster response agencies and responders, to help bring to students a *WorldsAhead* applied-based education.”

- Kenneth G. Furton, Provost





## WHO WE ARE

Florida International University (FIU) has quickly advanced as one of the nation's leading public research universities. Known as a university with one of the largest international student bodies and faculty, FIU is the second-largest university in Florida and the seventh-largest in the United States. The university offers 191 programs of study with more than 280 majors in 24 colleges and schools. Each year, FIU awards over 3,400 graduate and professional degrees. In 2015, FIU enrolled over 55,000 students, including 7,814 graduate students. In 2000, FIU became the youngest university to be awarded Phi Beta Kappa chapter, the country's oldest and most distinguished academic honor society. As a Carnegie-designated research university, FIU's research expenditure exceeds \$100 million annually.

FIU is the 2<sup>nd</sup> largest public university in Florida and 7<sup>th</sup> largest public university in the nation.

In 2014, Times Higher Education ranked FIU 73<sup>rd</sup> in the world in educating students for 50 years or less.

In 2013, FIU established the Academy for International Disaster Preparedness to train and educate the next generation of disaster practitioners. In Fall 2015, the Academy launched its premier program - Master of Arts in Disaster Management, seating 42 students in its inaugural cohort.

This program was developed in response to the growing recognition and need for graduate level education in disaster management.

FIU is 1<sup>st</sup> in the nation awarding bachelor's and master's degrees to Hispanic students.

The FIU Provost's mandate is to establish a professional pathway for existing disaster responders and new students exploring the field of international disaster management, humanitarian assistance, emergency management and homeland security. Our faculty and instructors are professionals in their fields of expertise, and they offer experience one will not typically find in a text book.

Washington Monthly ranked FIU 17<sup>th</sup> in it's college rankings for engagement, contributions to community for 2015.

Our program will incorporate many of FIU's world-class faculty and adjunct instructors and cutting-edge facilities and programs. It will be interdisciplinary in nature, and graduates will acquire the skills to adapt, succeed and become leaders in disaster management at home and abroad.



FIU has two major campuses, five satellite campuses and operates and maintains 130 permanent buildings encompassing over 7 million gross square feet covering five sites in Miami-Dade, Broward and Monroe County.



## OUR MISSION...

The Academy's mission is to deliver competitive undergraduate, graduate, and professional programs whereupon practicing and aspiring disaster practitioners can develop the knowledge and skills to become more effective disaster managers in a global environment.

## OUR VISION...

To be a leader in providing a world-class education and training in the field of emergency preparedness, disaster management, homeland security and humanitarian assistance.

## OUR MOTTO...

Global preparedness through education.

"Our vision for the Academy is simple. Within the next few years, we want to have earned a reputation for developing and producing the most well-respected disaster management practitioners in the profession. In order to achieve such results, we have constructed a strategic direction that will provide us with a road map to to where we want to be."



-- John F. Stack, Dean, Steven J. Green School of International & Public Affairs



## STRATEGIC PRIORITIES

Higher education is in the midst of a profound transformation. Every facet of education - what is delivered, how it is delivered, to whom and at what cost - is changing. The Academy recognizes the opportunity this paradigm shift presents and has launched a graduate program that is dynamic, affordable and offers value no other university in the state or country provides. In the coming months and years, the Academy will be launching additional academic and non-academic programs to

meet this transformation and make a clear difference in the world today.

As outlined in our strategic priorities, by 2021, we have a plan to achieve the status as one of the top international and domestic disaster management programs in the nation. The Academy will be known for superb academic programs that are interdisciplinary and hands-on. Coupled with the highest caliber of faculty, graduates will acquire the credentials to secure employment and career advancement anywhere in the world.



### 3 MAJOR GOALS FORM THE FOUNDATION FOR THIS STRATEGIC PLAN:

1. Educate tomorrow's disaster management leaders through rigorous classroom instruction and hands-on training.
2. Support student development through diversity, internships with disaster relief organizations, scholarships, distinguished speaker series and use of technology.
3. Foster community collaborations to cultivate new synergies through educational, training and employment opportunities.



# G O A L 0 1

## EDUCATE TOMORROW'S LEADERS

The Academy will promote excellence in learning experiences and outcomes by fostering intellectual, professional and personal development to prepare students and practitioners for a career in disaster preparedness and response, international humanitarian relief, and/or homeland security. To attain this goal the Academy will:



### Offer an interdisciplinary graduate program fostering critical thinking, creativity and problem solving

The interdisciplinary scope of the Master of Arts in Disaster Management is designed to take advantage of FIU's internationally-oriented disciplines, colleges, schools and institutes and utilize distinguished faculty on campus. For example, the Academy has collaborated with the College of Medicine to design and teach a course in disaster health readiness, the College of Public Health and Social Work to design and teach a course in environmental disasters and human health and the Steven J. Green School of International and Public Affairs to design and teach a special topics course in disaster studies. We believe this approach will enhance the student experience and foster critical thinking, creativity and problem solving skills.

### Develop a nationally recognized graduate program in disaster management

In 2015, the Academy launched a 30-credit graduate degree in disaster management. The degree combines a working knowledge of a wide array of disciplines including social and natural sciences, as well as a mastery of skill sets not even contemplated a mere decade ago is necessary for today's emergency practitioner.

### Provide real-world experience utilizing local resources

The Academy's distinct location provides it the opportunity to use resources both on campus and within the region. Home to a vast number of disaster response agencies (National Hurricane Center), training facilities (Miami Dade Fire Rescue)



and military installations (U.S. Southern Command), South Florida offers the Academy the opportunity to work together with these local and regional agencies to host classes, tour facilities and offer students experiences not readily available in other parts of the country.

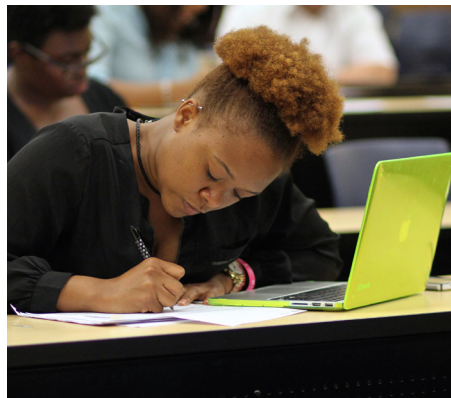


## Establish a graduate credit and non-credit certificate program

One of the main priorities of the Academy is to create an academic environment that is knowledge-based through experience and a program that is realistic in application. Therefore, the Academy will deviate in some respects from traditional web-based certification processes and offer intensive coursework through mock field training and exercises, tabletop exercises in the emergency operations center, and use of case studies to develop critical thinking. Real world experience will be the key to the success of this program.

## Develop and expand hybrid and online education

In 2015, the Academy launched its classroom-based graduate program in disaster management. Looking forward, the Academy will undertake efforts to include greater use of hybrid education in its classroom program. In addition, to reach those students from outside the area who are interested in distance learning, the Academy plans to launch an online program for those students who desire a world-class education from FIU but cannot relocate to the region to enroll in its classroom style program. Critical to this undertaking is to ensure that teaching and learning in this modality evolves in a way to ensure the same learning experiences as its face-to-face program.



## Offer an international humanitarian assistance field-based course



The Academy's Field Disaster Operations course is designed to give students the chance to utilize the knowledge they have acquired throughout the year and directly apply it in an international disaster simulation. Students will spend several days at a local, remote training site engaging in a hands-on international disaster scenario. During the simulation, participants

will work in small teams representing different response organizations and will engage with a wide range of actors to mirror a real-life international disaster. Participants will learn about base of operations management, personal and team security, water, sanitation and hygiene, sheltering, media skills, damage assessments, communications, medical care, logistics and interfacing with the defense community.



### Maintain highly-qualified and credible faculty, instructors and staff through aggressive recruitment of talented leaders in their field

The Academy will utilize experienced disaster practitioners from international disaster response agencies, the U.S. military, NGOs and local, state and federal agencies to provide instruction as well as conduct workshops and training modules within coursework. The Academy will also collaborate with other FIU colleges, schools, centers, and institutes to assist in teaching courses offered through FIU and the State University System.

### Promote international and domestic emergency manager credentialing

In order to raise and maintain professional standards for disaster managers, the Academy has launched an initiative to assist existing disaster professionals with the credentialing process to become a certified emergency manager (CEM®) through the International Association of Emergency Managers. The Academy will mentor applicants through the certification process, including essay development, compliance with training hours, contribution to profession, and preparation for examination. The Academy will also provide guidance and ensure certification requirements are met. These services will also be extended to candidates seeking recertification.



### Develop an undergraduate program in emergency services



An undergraduate program in emergency services will be designed to provide an education encompassing a broad array of knowledge and experience necessary to conduct fire administration, emergency medical services and emergency management as well as meet the demand for emergency services professionals at the local, state, federal and tribal level. In addition, the Academy's graduate program in disaster management

will provide an opportunity for those who want to continue their studies in pursuit of upper-level emergency management positions and/or career advancement within their organization.

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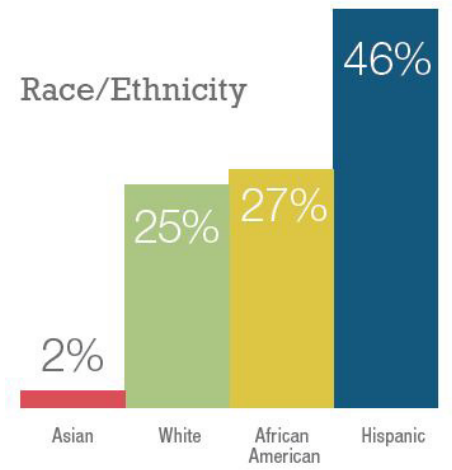
## SUPPORT STUDENT DEVELOPMENT

In line with FIU's mission, the Academy is committed to providing a high-quality education to undergraduate and graduate students. Our curriculum will prepare students for enriched lives as global citizens by cultivating critical thinking, independence and creativity through exposure to a rigorous curriculum in disaster management, international humanitarian assistance, emergency preparedness and homeland security. To attain this goal, the Academy will:

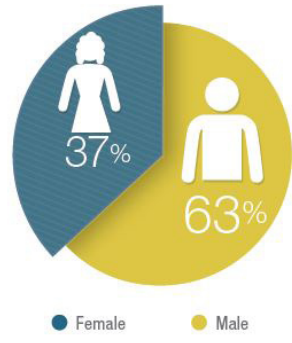
# O

### Maintain diversity and inclusiveness

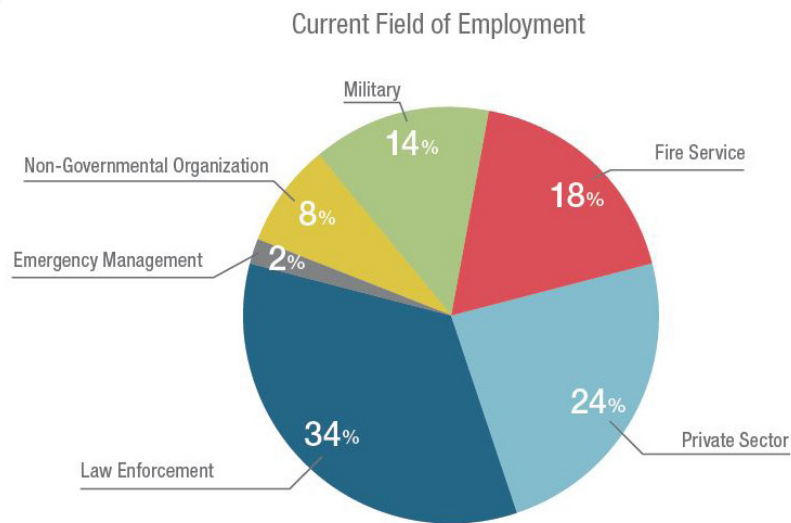
FIU boasts a diverse community of students, faculty and staff. The Academy is committed to fostering dialogue and collaboration among peoples of different backgrounds and perspectives to ensure a well-rounded educational program. The Academy will embrace diversity as a central driver in all its activities and will support and promote diversity in its academic curriculum and student body.



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### Create an internship program in collaboration with disaster preparedness and response organizations

# 2

One valuable benefit of an internship program is the experience that students gain in their chosen field. The Academy will collaborate with disaster relief organizations around the globe and identify opportunities where students can gain invaluable experience through internships. An internship program will also provide students an opportunity to expand their professional network and build their resumes. In turn, the internship program will be used as a stepping-stone for employment in the field.



## Initiate an Academy scholarship program

The Academy will establish a scholarship program through private funding to support students pursuing the program. Students will be offered scholarships to offset tuition costs.

## Graduate students with globally recognized disaster management credentials

To a prospective employer, students who have enriched their resumes through quality education, certifications, internships and disaster experience will be the most sought after disaster practitioner. With the worldwide challenges we face today, it is vital to prepare students for the opportunities of the 21st century. Using disaster management curricula with global relevance that not only fosters awareness, but also develops experience and understanding of the worldwide community of people, cultures and nations will make our graduates a valuable asset to any organization.



## Promote life engagement through a robust alumni program

The key to any successful university program is developing a network community through alumni. The Academy will utilize its alumni network to foster relationships with public/private disaster relief organizations to share ideas and knowledge. Alumni will also assist developing personal, educational and business related opportunities to build connections, create fundraising opportunities and raise the profile of the Academy and its student body worldwide.



## Develop a distinguished speaker series

Through guest lectures and discussions, students will gain valuable perspectives, identify new trends, and consider the latest ideas shaping disaster management, international humanitarian assistance, emergency preparedness and homeland security. Students will have personal interaction with practitioners who have hands-on disaster experience to enrich their educational experience and compliment the in-class curriculum.

## Use technology to expand access and opportunities

The Academy embraces the power of technology and will make it a key feature of the learning experience. The Academy will open new paradigms for the use of technology in disaster preparedness and seek ways to enhance the effectiveness of its programs through technology. The Academy will utilize such programs as eBook, podcast lectures, course capture and webinars that will enable students to have course materials at their fingertips.



# G COMMUNITY COLLABORATIONS

No university or program can be successful without collaboration. Building a team with diverse strengths allows for greater opportunities and success. To attain this goal, the Academy will:

## O Foster collaborations among disciplines across the University to cultivate new synergies in pedagogic efforts, training and employment opportunities

FIU is one of the premier public research universities in the nation. The university employs a vast array of intellectual capital. The Academy will work with deans and unit heads within the Steven J. Green School of International and Public Affairs, College of Arts and Sciences, College of Medicine and College of Public Health & Social Work to identify educational, training and partnership opportunities. The Academy will utilize subject matter experts on campus and encourage educational and training as opportunities arise. Sharing resources and expertise will work to the benefit of all partners and the university.



## L Strengthen relationships with the leadership of government agencies, private corporations and NGOs



Strengthening our close relationships with these groups will position the Academy to respond to new opportunities, will improve the likelihood for funding new initiatives, facilitate

collaboration in new projects and increase internships and employment opportunities for students and graduates. The Academy will develop critical partnerships and strategic alliances with the United Nations Office for the Coordination of Humanitarian Affairs, U.S. Office of Foreign Disaster Assistance, U.S. Southern Command, regional federal agencies (e.g., FBI, ICE), Miami-Dade, Broward and Monroe County Emergency Management Agencies, the American Red Cross and local fire and emergency service agencies.

# 3



# Legal Basis for Disaster Management

- Homeland Security Act, 2002
  - Department of Homeland Security created from 22 agencies/units
  - Pres. initially not in favor, Commission recommendations (many) seen
  - FEMA response/recovery, disaster management roles not significant
  - FEMA infrastructure planning, preparedness, grants, others moved in part in a semi-secretive Office of Preparedness (ultimately reporting to the VP)
  - Funding for disaster management not considerably affected
  - Disaster Management annual appropriations - Pres. Disaster Fund - with amount based on previous FY "left over" (no year money). No change under DHS





# ADVISORY BOARD

The Advisory Board will assist the Academy by providing policy guidance as it relates to its certification programs, training, research, professional development, guest lecture series and graduate and undergraduate degrees.

Priorities for the Advisory Board to contribute to the Academy's mission are:

- Assisting the Academy to assess strategic direction, solve problems, achieve goals and rise to new levels of excellence through counsel
- Ensuring that the Academy periodically conducts a self-assessment of its performance and future goals
- Assisting the Academy with fundraising activities
- Serving as a source of information and advice to the executive director
- Helping students and faculty achieve a broader, more objective perspective on Academy program issues through contact with distinguished external advisers
- Providing enhanced contacts to government, business, industry and academia

# SUSTAINABILITY

The success of our strategic plan depends on adequate resources - human, financial, and facilities. The Academy's approach to building programs will reflect the value of sustainability. We will maintain a diverse portfolio of revenue sources and will align budget and fiscal resources with academic priorities that support the recruitment and retention of intellectual talent at FIU. We will draw upon our strengths, location, constituency and facilities to maximize education and training. Our goal is to support programs and other institutional needs through grant activity, which we will pursue in collaboration with the private sector and NGO community.

# MEASURING SUCCESS

Each year, the Academy will assess its goals and conduct an analysis of whether the goals are in harmony with its mission. The Academy will provide an annual report disclosing the progress toward each stated goal. For objectives within each goal, the Academy will establish performance measures or baseline benchmarks to determine if an objective's progress is meeting the goal. The report shall contain the following information: program overview, revenue and expenditure, performance highlights, performance measures, benchmarks, actions, and strategies undertaken by the Academy to accomplish the goals and objectives. Within two years, the Academy will conduct an internal audit to identify efficiency and effectiveness of programs and operations, the reliability of financial and management controls and governance processes.



# FINAL THOUGHTS

Since its founding mission to foster international understanding, FIU has continued to engage the global community through its world-class programs and diverse student body. The creation of the Academy reaffirms FIU's commitment to be a global leader in the twenty-first century.

Our vision to create a core curriculum, common to all first responders and disaster managers, in a classroom environment which capitalizes on our assets and resources at the university and region, is now a reality. What will separate us from many programs is our approach to infuse hands-on training into the classroom. Students will be immersed into scenarios replicating challenges they would face in the field. Not only will students learn how to respond to these challenges, they will also be exposed to a variety of situations that arise in emergencies of any type, large or small, not typically learned through text books. These training scenarios will be designed to replicate a wide range of incidents covering natural, human-generated, technological and societal disasters.

Just as the military has recognized the need to train their leaders to address the ever changing complexities of the battlefield through war colleges, the Academy will select students and capable leaders and educate them for positions of greater responsibility throughout the world.

In the next five years, we plan to leverage our strengths and resources to build a program of international acclaim in the field of disaster management, emergency preparedness, international humanitarian assistance and homeland security - one that is *Beyond Possible!*





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John F. Stack, Jr., Dean



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