

**North Carolina Emergency Management Association  
Institutions of Higher Education Caucus**

---

**2019-2024 Strategic Plan**

**August 2019**

**This Strategic Plan was prepared by the 2018-2019 NCEMA IHEC Leadership:**

Zach Smith (UNC Greensboro), Chair

Ray Thrower (Queens University of Charlotte), Vice-Chair

Jason Marshburn (Appalachian State University), Secretary

Deb Trivette (Appalachian State University), Western Branch Representative

Gus Porter (High Point University), Central Branch Representative

Eric Griffin (UNC Wilmington), Eastern Branch Representative

Justin Tilghman (Lenoir Community College), Community College Academic Program Representative

## Table of Contents

Foreword and Document History .....	ii
Introduction .....	1
Purpose .....	1
Scope.....	1
Caucus Roles and Responsibilities .....	1
Strategic Planning Method and Process .....	2
Strategic Goals, Objectives, and Milestones.....	2
Goals .....	2
Objectives .....	2
Milestones.....	2
Method and Schedule for Plan Implementation, Evaluation, Maintenance, and Revision.....	2
Appendix A: NCEMA IHEC Five-Year Strategic Action Plan .....	4

## Foreword and Document History

This document was created and approved by the Officers of the Institutions of Higher Education Caucus (IHEC) of the North Carolina Emergency Management Association (NCEMA) in 2019. The Strategic Plan presents an overview of the Caucus and provides strategic direction for its current and future leaders through the year 2024. This plan will be reviewed and updated annually or as needed by the Caucus Vice-Chair, with a new Strategic Plan to be developed for 2024-2029. This is the first ever strategic plan for the IHEC.

## Introduction

The North Carolina Emergency Management Association's (NCEMA) Institutions of Higher Education Caucus (IHEC) was established in October 2018. The IHEC was created to provide opportunities for public and private college/university emergency management (EM) professionals to be involved in NCEMA, gain support from other EM professionals working in localities/jurisdictions across the state of North Carolina, and serve as a forum to advocate for change to State legislative requirements placed on colleges/universities. Comprised of peer-elected officers, the IHEC Officers are charged with providing executive leadership for the IHEC, including the development and implementation of the IHEC Strategic Plan.

The mission of the IHEC is to represent the emergency management issues surrounding college and university campuses in North Carolina. Although institutions of higher education are a part of the communities in which they reside, they take on special and sometimes unique considerations when assisting students, faculty, staff, and visitors in preparing for, responding to, recovering from, and mitigating against emergencies. The purpose of the IHEC is to provide emergency managers from institutions of higher education a voice on a local, state, and national scale to ensure government and other stakeholders address higher education needs.

### Purpose

Strategic planning facilitates continuity between elected officer transitions and supplies direction for IHEC growth. The purpose of this Strategic Plan is to set the overall goals for the IHEC and to develop a plan to achieve them.

### Scope

This Strategic Plan covers a period of five (5) years, from June 2019 to June 2024.

### Caucus Roles and Responsibilities

The officers and individuals identified in this section are assigned specific roles and responsibilities as it pertains to this Strategic Plan.

#### Chair

The IHEC Chair maintains the primary leadership role in Strategic Plan implementation.

#### Vice-Chair

The IHEC Vice-Chair is responsible for the development, evaluation, maintenance, and revision of the Strategic Plan, to include the continual facilitation, coordination, and tracking of its goals, objectives, and milestones.

#### Secretary

The Secretary is responsible for developing a method for tracking and documenting the progress of individual goals within the Strategic Plan.

#### Member

Members may be requested to enlist individual expertise or leverage relationships to assist or lead in the furtherance of one or more goals outlined in this Strategic Plan.

## Strategic Planning Method and Process

At the 2019 Spring NCEMA conference, the IHEC held a membership meeting to begin the strategic planning process. During the meeting, a strengths, weakness, opportunities, and threats (SWOT) analysis was conducted. Using the information collected from the swot analysis, the IHEC leadership assembled for a day-long strategic planning meeting in May 2019 to begin drafting the IHEC Strategic Plan. In the planning session, the IHEC leadership identified themes from the SWOT analysis information, which led to the development of goals, objectives, and milestones.

Once the draft Strategic Plan was created, it was presented to the NCEMA Executive Committee to ensure goals, objectives, and milestones in the IHEC Strategic Plan aligned with the NCEMA Strategic Plan and the overall vision of the Association. After presenting the Strategic Plan to the Executive Committee, the plan was presented to the IHEC membership for review and comments. After the review period, the Strategic Plan was officially promulgated.

## Strategic Goals, Objectives, and Milestones

The NCEMA IHEC 2019-2024 Strategic Plan is organized into goals, objectives, and milestones.

### Goals

General in nature but clear in concept, goals represent strategic ends toward which fundamental IHEC program elements are directed. Goals are subject to review and revision during the IHEC meeting at the NCEMA Fall Conference.

The 2019-2024 Strategic Plan goals are:

1. Foster a Collaborative Environment for IHEC Members
2. Provide Support to Enhance IHE EM Programs and Individual Capabilities
3. Bolster the IHEC Foundation

### Objectives

Objectives outline practical, achievable initiatives which directly support the development and enhancement of IHEC programs under the auspices of its strategic goals. Objectives will be re-evaluated annually and revised as necessary. See Appendix A for the list of objectives.

### Milestones

Each objective is broken down into measurable milestones that provide a realistic operational strategy and timeframe/accountability method for accomplishing each objective. Milestones which have not been reached during their designated timeframe are assumed to be ongoing and will be continually evaluated as needed. See Appendix A for the list of milestones.

## Method and Schedule for Plan Implementation, Evaluation, Maintenance, and Revision

The IHEC Vice-Chair is responsible for the development, evaluation, maintenance, and revision of the Strategic Plan, to include the continual facilitation, coordination, and tracking of its goals, objectives,

and milestones. It may be necessary for other Caucus Members to assist with and assume responsibility for some elements of the Strategic Plan, as requested and necessary.

On a quarterly or as-needed basis, objectives and milestones of the Plan will be reviewed by the Caucus leadership, who will delegate/coordinate appropriate assignments to/with IHEC membership. One or more IHEC Members may be assigned to overseeing one or more objectives and milestones. Accountability will be measured in the following quarter's review of the Strategic Plan.

The IHEC Chair maintains the authority to implement Strategic Plan updates and revisions on an as-needed basis, in accordance with provisions set forth in the Caucus Rules.

The Strategic Plan will be distributed annually to IHEC Members for review and evaluation during the IHEC meeting at the NCEMA Fall Conference. Membership will be provided with a presentation of the mission, goals, objectives, milestones, and associated timelines outlined in the Strategic Plan. This presentation will also explain the progress made on the overall Strategic Plan implementation to-date. IHEC Member feedback will be solicited to identify Strategic Plan elements that should be revised or updated.

## Appendix A: NCEMA IHEC Five-Year Strategic Action Plan

<b>Goal 1: Foster a Collaborative Environment for IHEC Members</b>	
<i>Milestones</i>	<i>Timeframe</i>
<b>Objective 1.1: Create an IHEC virtual environment to facilitate information sharing</b>	
1.1.1: Identify and procure a comprehensive, web-based software solution that allows for document storage, collaboration, project management, team coordination, etc.	Q4 2019
1.1.2: Develop a reference library of relevant laws/codes, standards, and examples of plans, procedures, after action reports, and other documentation.	Q4 2019 - 2024
<b>Objective 1.2: Explore the concept of a NC IHE Mutual Aid Agreement</b>	
1.2.1: Create a working group to explore the need for, and feasibility of, a NC specific IHE mutual aid agreement.	Q2 2020

<b>Goal 2: Provide Support to Enhance IHE EM Programs and Individual Capabilities</b>	
<i>Milestones</i>	<i>Timeframe</i>
<b>Objective 2.1: Support the administrative needs of IHE EM programs across North Carolina</b>	
2.1.1: Establish a repository of IHE EM job descriptions to help members and their organizations better craft the expectations of IHE EM practitioners.	Q4 2019
2.1.2: Facilitate an annual organizational survey of IHE programs to help establish a statistical basis for salary equity, program growth, and other organizational needs.	Q3 2019 - 2024
2.1.3: Develop a NC specific IHE EM standardization document that can be used to help standardize the roles and responsibilities of an IHE emergency management program.	Q3 2020
<b>Objective 2.2: Provide professional development opportunities for IHEC members</b>	
2.2.1: Develop, facilitate, and/or promote quarterly webinars as appropriate with the goal of sharing information, lessons learned, legislative and regulatory updates, etc.	Q3 2019 - 2024
2.2.2: Partner with other agencies/organizations to offer an annual EM best practices symposium.	Q1 2021
2.2.3: In coordination with NCEM, advocate for, develop, and/or facilitate IHE-specific EM training curricula for statewide delivery.	Q1 2022 - 2024
2.2.4: In coordination with NCEMA, advocate for, develop, and/or facilitate IHE-specific EM presentations, track, or IHE symposium) for conference delivery.	Q1 2020 - 2024
2.2.5: Participate in networking and sharing of IHE EM best practices outside of the immediate EM profession (i.e., speaking/presenting at non-emergency management functions and conferences.)	Q3 2019 - 2024

2.2.6: Promote IHEC membership to obtain NCEMA and International Association of Emergency Managers (IAEM) professional certifications.	Q3 2019 - 2024
--	----------------

<b>Goal 3: Bolster the IHEC Foundation</b>	
<i>Milestones</i>	<i>Timeframe</i>
<b>Objective 3.1: Promote the value of IHEC membership through targeted recruitment strategies</b>	
3.1.1: Using direct and indirect marketing and added value programming, promote a grassroots effort to increase IHE Caucus membership by at least 5% annually during the Strategic Plan cycle.	Q2 2019 - 2024
3.1.2: Offer one or more 1-year NCEMA membership scholarships to eligible IHE EM practitioners.	Q1 2021
3.1.3: Offer one or more NCEMA Conference registration scholarships to eligible IHE EM practitioners.	Q3 2021
3.1.4: Establish one or more awards to recognize special contributions to the practice of EM by IHEs in NC.	Q1 2021
<b>Objective 3.2: Enhance IHEC administration and presence</b>	
3.2.1: Conduct an annual review (and revision as necessary) of the IHEC Rules.	Q1 2020 - 2024
3.2.2: Encourage Caucus member participation in NCEMA committees that add value to the practice of EM at IHEs.	Q4 2019 - 2024
3.2.3: Evaluate the feasibility of an annual scholarship auction for student members.	Q2 2022
<b>Objective 3.3: Establish and leverage academic and practitioner partnership to enhance the EM profession</b>	
3.3.1: Establish an academic working group to explore ways to standardize credit for prior learning and work experience in EM degree programs.	Q1 2020 - 2021
3.3.2: Work with the association to develop further professional development opportunities for existing EM practitioners.	Q1 2021 - 2024
3.3.3: Work to bridge the gap between academic/research and EM practitioners through increasing research-based presentations at NCEMA conferences.	Q1 2020 - 2024