

Global Student Council

Business & Strategic Plan

2015-18



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PRESIDENTS OVERVIEW



This year has been crucial in the continued development of the Global Student Council (GSC). In 2014-15, the GSC developed and implemented an essay contest related to the 2009 L'Aquila, Italy earthquake; Live Streaming of keynote speakers at both the 2013 and 2014 IAEM Annual Conferences; and a comprehensive review of GSC By-laws. It is with great appreciation to previous Boards work that we are in a position to move forward.

At the end of the 2013-14 term, the Board already had ideas on how to proceed and the direction they wanted to see the GSC move in. Despite this, the year started off a little less than optimal, as we did not have enough interest at the end of 2013 to run an election for several Board positions. As such we started 2014 with the old Board attempting to organise what looked like a difficult year ahead and attempting to garner enough interest to hold elections. The process of elections did not see the new Board take office until March 2014, putting us several months behind.

The GSC approached 2014 as a 'Foundation Year.' As such, we have placed a concerted effort to improve communications and increase transparency among members and within the Board. This effort has resulted and allowed us to better understand our students, improve and more effectively deliver services to our membership.

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OVERVIEW

Established in 1952 as the U.S. Civil Defense Council, in 1985 it changed its name to the National Coordinating Council of Emergency Managers (NCCEM), but it was not until 1997 that we saw the name we all know come to fruition: the International Association of Emergency Managers (IAEM). The IAEM is the preeminent international non-profit organization representing emergency management practitioners working collaboratively to advance the field of emergency management. Comprised of approximately 5,000 total members, the organization's membership is governed by boards for each of the seven regionally-based councils, including the Global Student Council (refer to Appendix for Student Governance Chart).

The IAEM Global Student Council (GSC) was established in 2006 as part of IAEM governance reforms to establish regionally-based councils. Unlike other IAEM councils, the GSC collectively represents all student members and represents the preeminent organization to represent, advocate and support emergency management students globally. Finally, unique to the council is the diversity of student membership both in terms of age and stage within an emergency management career – as some members are purely students and new to the field, some are professionals switching professions, and others are seeking educational upgrading or training to advance existing careers.

Strategic Context

Despite its existence for over half a century, the emergency management profession continues to evolve and expand as the public, private and non-profit sectors increasingly see the utility of mitigation, prevention, preparedness, response and recovery from actual or potential threats to protect people, property, the environment and economy. As part of the evolution of emergency management, noticeable trends include the development of tailored and specific educational programs. These programs contribute to a growing professionalization. They are introducing new students to the emergency management field and resulting in current practitioners seek further education to enhance their credentials or switch careers.

Current Status of Student Regions and Student Chapters

As part of the Global Student Council, student regions exist to represent the interests and support members at a regional level. Within each student region is the ability to established student chapters. Student chapters serve a similar role to represent the interests and support members at a particular academic institution. This section highlights the current status of student regions.

Asia

There is currently no student region for this region but an exploratory review of news from the region reveals an increasing recognition of emergency management and its realised importance in mitigating the consistent threat of disaster events.

Canada

Canada is currently the second largest student council region with three chapters, of which one is inactive.

Europa

There are currently two student chapters within this region but more work is needed to the total number of higher education institutions offering program in emergency management.

International

There is currently very little information about this and no representative, it has been earmarked for development in 2015.

Oceania

Supporting this increased growth is the number of universities in Australia offerings course in this area, from around 2 universities in 2000 to 8 universities in 2013, offering 15 courses. More research is required to establish the number of programs within other Oceania region countries.

USA

The USA is the largest student region with a complex but well-established set of arrangements, with 28 Chapters, one of which is currently inactive.

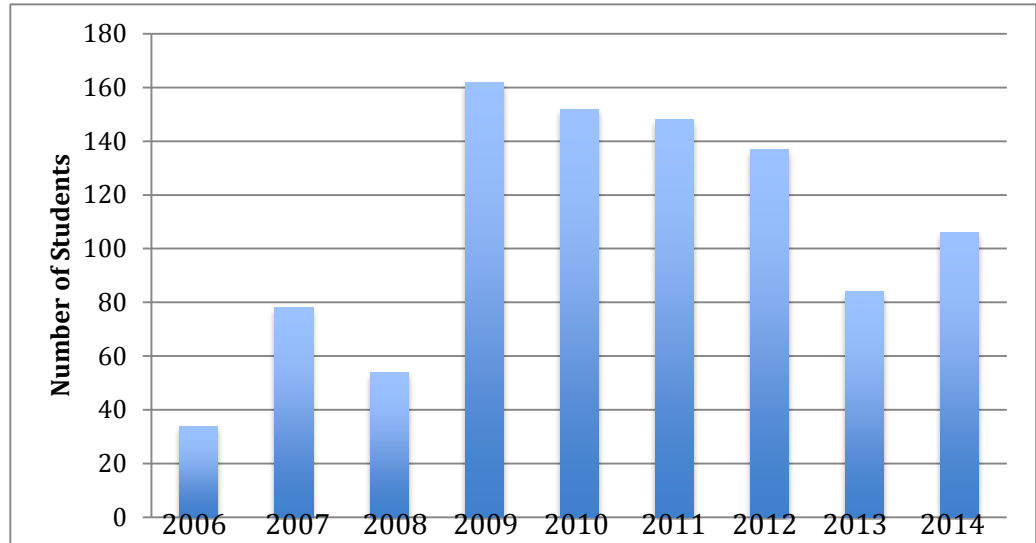
Current gaps include knowledge of emergency management programs at national and regional levels. This will be required for the GSC to increase services while enabling it to benchmark progress against the global numbers of higher institutions offering emergency management programs and the total number of students.

IAEM Annual Conference

Often the focal point of GSC activities and an excellent opportunity to engage with student members and understand their needs is at the IAEM Annual Conference. In recent years, approximately 100 students have attended the conference from programs across the US and internationally. It presents one of the few times such a large group of members are located in one location, including the majority of the GSC board.

YEAR	Student Attendees
2014	106
2013	84
2012	137
2011	148
2010	152
2009	162
2008	54
2007	78
2006	34

IAEM Student Attendance 2006 - 2014



Concept

The GSC has been established to provide access to resources and knowledge for individuals and organisations interested in emergency management. Promoting emergency management within the community, increasing community awareness and responsibility, and promoting opportunities for emergency managers including higher standards for entry and registration for operating as a practitioner. The GSC is a not-for-profit, voluntary organisation dedicated to raising awareness of emergency management. This venture will serve as a platform for other business streams within the greater conglomerate. GSC will provide integrated, emergency management information and education services to public and private sectors.

Mission

The GSC is organized and will be operated for professional and educational purposes to benefit and support IAEM Student Regions and IAEM Student Members by promoting the following:

- a) Support for the vision and mission of the IAEM;
- b) Creating and maintaining successful Student Regions within the IAEM;
- c) Facilitating and coordinating the common interests of the Student Members and Regions;
- d) Advocating the issues that are important to Student Members;
- e) Growth and diversity within the Student Membership and IAEM as a whole; and
- f) Effective and efficient communication and information sharing within the GSC and with all parts of the IAEM.

Overview of the Industry

Emergency management is a growing industry. The U.S. Department of Labor estimates the field to be growing at 20% per annum. This, in turn, has contributed to an increased demand for higher levels of training and academic studies, driving the industry towards a professional status.

Those employed in the emergency management profession are becoming increasingly aware that they must constantly evaluate their performance and competencies to keep up with changes in technology and increasing expectations of customer service. Moreover, the current political climate involving the war on terrorism, global climate change and increased public safety concerns has created a market outside emergency services personnel with non-profits, business, the general public and, increasingly, government becoming additional markets.

It is anticipated that the industry will continue growing as the world's population increases, and as different sectors, particularly governments, become more aware of the need to mitigate and increase preparedness. As the trend towards 'professionalisation' increases, so will the demand for resources and emergency management educated personnel.

Definition of the Market

Current literature reveals a significant misunderstanding, even within professional circles, between emergency services and emergency management. Whereas emergency services are tactical and operate within 'lights and sirens' of the first responders (i.e., police, fire and ambulance), emergency management is strategic, operating more within the planning and policy areas. Effective emergency management is facilitated and contingent upon accountability from all stakeholders, ranging from various levels of government professional disciplines and the greater community.

PESTEL Analysis

A PESTEL analysis identifies various factors that the IAEM GSC must be cognizant of and could influence its ability to support members and achieve defined objectives. This analysis considers both the environment the GSC operates within and our target sector.

Political Influences

- Emergency management is predominantly a 'public good' and as such it has and continues to be a major responsibility of government, particularly in assisting citizens recover from an event.

Economic Influences

- Emergency management has the ability to increase community resilience and decrease losses caused by disasters, if implemented properly;
- The impact of events can have profound and long-term economic impacts to the communities affected; and
- Continues to be seen as a cost as opposed to investment by organisations that could have a profound effect on the greater community.

Social Influences

- The introduction of a licensing/ regulating system for emergency management similar to that of the medical industry could have implications for practitioners; and

- Registration of consultants for services offering emergency management as part of their scope of work. It could become a requirement for personnel to hold a license and a minimum level of education and experience. Requiring greater outlay of resources and higher standards for entry.

Technological Influences

- The increased use of Internet, social media and technology will enable more information to move faster over greater distances. This will allow for a more seamless interaction between all individuals involved in emergency management.

External Influences

- There is currently no comprehensive set of international standards/regulations of the industry, but with the growth and increasing number of 'practitioners' it can be expected that other organisations will establish themselves when they identify this gap and exploit it as an opportunity to assert leadership in the field. However, it is plausible that the growth of emergency management and education providers offering degrees in emergency management, government may put in place official regulations governing those who practice within the industry.

Legal Influences

- Some countries have prescribed emergency management requirements that are predominantly preparedness and response focussed.

SWOT and Issue Analysis

Whilst some academics¹ criticise the use of a SWOT analysis, it provides us with a snapshot of our capabilities and operating environment. We recognise that this must be analysed in conjunction with other planning efforts (e.g. example the macro-environment, competitor knowledge, and market insight) and that all identified issues must be correctly assessed, weighted and acted upon.

¹ Hill, T., & Westbrook, R., (1997). SWOT analysis: It's time for a product recall. p.46-52.

Strength/ Weakness Analysis (Internal)

Strengths

- Industry has strong growth;
- Part of a well established organisation (IAEM):
- Few competitors;
- Positioned well in the market, filling a niche; and
- Legislation supporting consulting area.

Weaknesses

- Possible future competitors; and
- New start up.

Opportunities/Threats Analysis (External)

Opportunities

- As a new industry there are numerous opportunities available for growth;
- Many countries have a dislike for U.S. organisations: and
- Strong links to the US, UK, Europe and Asia may lead to future opportunities.

Threats

- Lack of support from government and private organizations;
- Lack of Regulation; and
- Ability to enter into, maintain, renew and amend favourable terms our strategic alliances.

Issue Analysis

- A growing professionalization of the field has seen the development of an increasing number of emergency management programs and a growing number of students.
- Current growth of the industry indicates space for a properly placed organisation to exploit the market.
- There is a significant opportunity that can be leveraged using the combination of GSCs expertise, its deep understanding of its niche markets and targeted offer to position.

- The lack of international competition indicates that there is an opportunity to expand into international markets.

Overview of Competition

Currently, the largest competitors include, National Emergency Management Association (NEMA), The International Emergency Managers Society (TIEMS) and the Institute of Australian Institute of Emergency Service (AIES). In addition to these organizations, a number of smaller emergency management organizations exist often tailored to the needs of specific jurisdictions while not exactly having a wholly dedicated student body.

National Emergency Management Association (NEMA)

NEMA is a United States based, focussed, nonpartisan, non-profit association dedicated to enhancing public safety by improving the nation's ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to U.S. security. It is the professional association of and for emergency management directors from all 50 States, eight U.S. Territories, and the District of Columbia. NEMA was established in 1974 and in 1990 became affiliated with The Council of State Governments (CSG).

The International Emergency Managers Society (TIEMS)

Founded in Washington, USA in 1993, as 'The International Emergency Management and Engineering Society' (TIEMES). In 1993 Engineering was dropped from the title, and in 2006 it was registered as an international independent and Not For Profit NGO in Belgium that currently consists of representative from police, fire, emergency services, academia and other organisations involved in emergency / disaster management. It has a global presence covering, USA, Europe, Japan, India, Australia, Iraq, China etc.

Target market

The International Association of Emergency Managers is a global organisation. However, due to a paucity of information regarding emergency managers, the use of emergency services personnel and mixed role government employees, and the maturity of emergency management in various countries, the size of the current market is not easily identified. It is currently comprised of a range of different professions working in all levels of government, industry and volunteer-based organisations. This becomes even more difficult when attempting to identify places of tertiary education due to different national standards.

The market includes:

- Emergency services personnel and first responders, including: Police, Fire Brigade, Rural Fire Service, State Emergency Services, Lifeguards/Lifesavers, and Ambulance Officers/Paramedics;
- Emergency response teams operating in mines, industrial sites and in overseas aid organisations;
- Emergency management training organisations and universities;
- Emergency services volunteers; and
- Local, provincial/state, federal and Aboriginal governments (emergency managers).

On a global scale, climate change, the 2001 terrorist attacks in New York and subsequent attacks around the world (e.g. London, 2005; Bali bombings, 2002) have resulted in national and international reviews of emergency management prevention and response systems and resources. In response to these events, many governments have announced broad financial measures to increase the capability and resources available in the national security and emergency management sector at Aboriginal band, local, state and national levels.

This has led to significant growth in education and training for emergency management personnel. Currently, there are more than 275 emergency management academic programs across the US while the GSC has members from 267 universities and colleges around the

world. The combination of the rapidly increasing sector and growth of formal training and education indicates a positive environment for emergency management activities.

Within the target market, there are several target segments:

- Professional Emergency Managers;
- Business Continuity professionals;
- Emergency service personnel;
- Humanitarian aid organisations;
- Natural hazard research institutions; and
- Emergency management training and educational institutions.

The target market is assessed as having latent demand² in that individuals in the sector increasingly require resources and specialist information on emergency management subjects; however, there is no existing, single comprehensive source that provides them with easy access to this material.

Competitive Advantage

There are no legal requirements for offering advice on emergency management and many organizations offer this service to supplement their general risk management strategies without background, experience and education in the field. The GSC is primarily focused on emergency management and developing the future emergency management professionals through education and experience.

² Kotler et al. (2009). *Marketing*. 8e, Pearson, NSW, 2010 p.12

Business Enterprise Planning and Measurement

Primary Business Outcomes

The GSC is organized and will be operated for professional and educational purposes to benefit and support IAEM student regions and IAEM student members by promoting the following:

- Support for the vision and mission of the IAEM;
- Creating and maintaining successful Student Regions within the IAEM;
- Facilitating and coordinating the common interests of the Student Members and Regions;
- Advocating the issues that are important to Student Members;
- Growth and diversity within the Student Membership and IAEM as a whole; and
- Effective and efficient communication and information sharing within the GSC and with all parts of the IAEM.

Expected Outcomes

Twelve (12) Month

- Live streaming keynote speakers (IAEM USA Conference);
- Complete business documentation, such as annual report, business and strategic plan;
- Identity and recruit representatives for non-represented regions (i.e., Asia, International, Europa and Latin America);
- Develop Global Higher Education Database;
- Continued development of Asia, Europa, International and Latin America regions; and
- Continue developing Oceania.

Two (2) Year

- Increase promotion of organisation;
- Mentorship/ Networking Initiative;
- Backpack to Briefcase Initiative; and
- Continued development of Asia, Europa, International and Latin America regions.

Problems and Solutions

Political

No.	Anticipated Problem	Possible Solution
1.	Government Regulation of industry	Anticipate possible regulations and any changes through appropriate channels.
2.	Changes in government policy	Stay up-to-date with information that may affect the business strategic goals.

Economic

No.	Anticipated Problem	Possible Solution
1.	Funding	Keep abreast of funding opportunities
2.	Financial difficulties	Appoint accountant (for quarterly statements and review documents)

Social

No.	Anticipated Problem	Possible Solution
1.	Introduction of competitor's websites, products or services would require revision of our own website facility.	Keep abreast of competitors and their enterprising intentions.
2.	Competitors often introduce new products and services with new technologies. These changes and the emergence of new industry standards and practices could render existing web sites and proprietary technology obsolete.	Make regular visits to competitors' websites, ensuring our standards are equal or better than those of the competitors.
3.	Brand awareness.	Appoint advertising/ marketing agency after thorough research into their

capabilities

4. Difficulty in attracting new business Employ appropriate advertising measures

Technological

No.	Anticipated Problem	Possible Solution
1.	IT Issues	User Service Agreements
2.	Timing and costs of upgrades and developments in our systems and infrastructure would financially impact our business	Ensure that this is identified early as part of business strategy and implement accordingly.

Planning Systems

The overall development and execution of GSC and its alignment with projections will be monitored on a regular basis in conjunction with the business plan in order to ensure that the GSC is meeting expectations. The business and strategic plan will be revised on an annual basis.

Modelled Success

Using other volunteer organisations, NGOs and businesses is important in ensuring that the GSC becomes and remains a leader in the marketplace. In order to facilitate this, it is important that we continue to monitor the various industries we cross. These include, emergency services, emergency management, security, risk, business continuity and Occupational Health and Safety and emergency management education facilities.

Lack of staff is currently the largest threat to the GSC as it is a volunteer organisation. It is hoped that through delivering improved services and increasing transparency that the GSC will continue to develop pits brand and its image as a valuable resource for the student membership and IAEM and increasing volunteer numbers.

Objectives

IAEM is a vital component in the development of the emergency manager. In an effort to continue the development of future emergency managers the GSC has identified several projects as part of a comprehensive system for emergency manager in order to support them throughout their careers in what can be best described as “Backpack to Briefcase” programs.

This ranges from identifying potential new members through the promotion of the emergency management industry and students, to building practical knowledge and enable students to understand and leverage the knowledge of existing emergency managers. Some of these projects include:

- Mentoring and Networking of students;
- Developing a database of emergency management programs at a global level; and
- Promotion of student achievements.

Global Student Council

Management Report

This section outlines the existing GSC framework, from the basic business structure, hierarchy of management and general management information of the GSC.

Business Structure

The Global Student Council (GSC) is a sub-group of the IAEM - Global Board (GB) and therefore does not act autonomously. All GSC initiatives are to be presented to the GB whether for consent or awareness.

The structure of the Board of Directors is provisioned in the GSC By-laws and are directed by IAEM Administrative Policies and Procedures (APP's)

The GSC consists of five Officer positions: President, Vice-President, Immediate Past President, Secretary and Treasurer. The Board of Directors (BOD's) consists of Officers and Regional representatives.

All Elected BOD's have voting rights whereas those regional reps that have not been elected cannot vote until a formal election has taken place in their region.

GSC Board of Directors

Board of Directors = Executive Committee + Regional Presidents (or their nominated representative/s)

The Board of Directors

Shall act as liaisons between the GSC and the Student Regions/Student Chapters and student members from geographic Councils without a Student Region or Student Chapter.

- Supervise, control, and direct the affairs of the GSC.
- Determine the GSC APPs.
- Actively pursue the GSC mission
- Set dues and the disbursement of GSC funds.
- Adopt rules for the conduct of its business.
- Appoint such agents, as it considers necessary.

The Board of Directors										
The Executive Committee (Officers)					Region Representatives					
President	Vice President	Secretary	Treasurer	Immediate Past- President	Asia Region	Canada Region	Europa Region	International Region	USA Region	Oceania Region

The Executive Committee				
President	Vice President	Secretary	Treasurer	Immediate Past- President

Regions

Student Regions are optional sub-divisions of Councils. They are jointly developed and approved by both the geographic Council and the GSC. The GSC Board of Directors shall set the minimum requirements for Student Regions, subject to the approval of a simple majority of the IAEM Board of Directors.

- | | |
|------------------------------------|--|
| 1. Asia Student Region | To be developed |
| 2. Canada Student Region | Established |
| 3. Europa Student Region | To be developed |
| 4. International Student
Region | To be developed |
| 5. Oceania Student Region | Not currently a sub-division of regional council |
| 6. USA Student Region | Established |

Special Projects Committee

The Special Project Committee (SPC) is a sub-committee that is responsible for assisting the Board in developing specific projects that have been identified as important in providing services to the student membership in-line with the mission statement. It comprises members who are allocated to specific projects. These members report to the Chair, who reports monthly to the Board on the progress of the various programs.

Support Staff

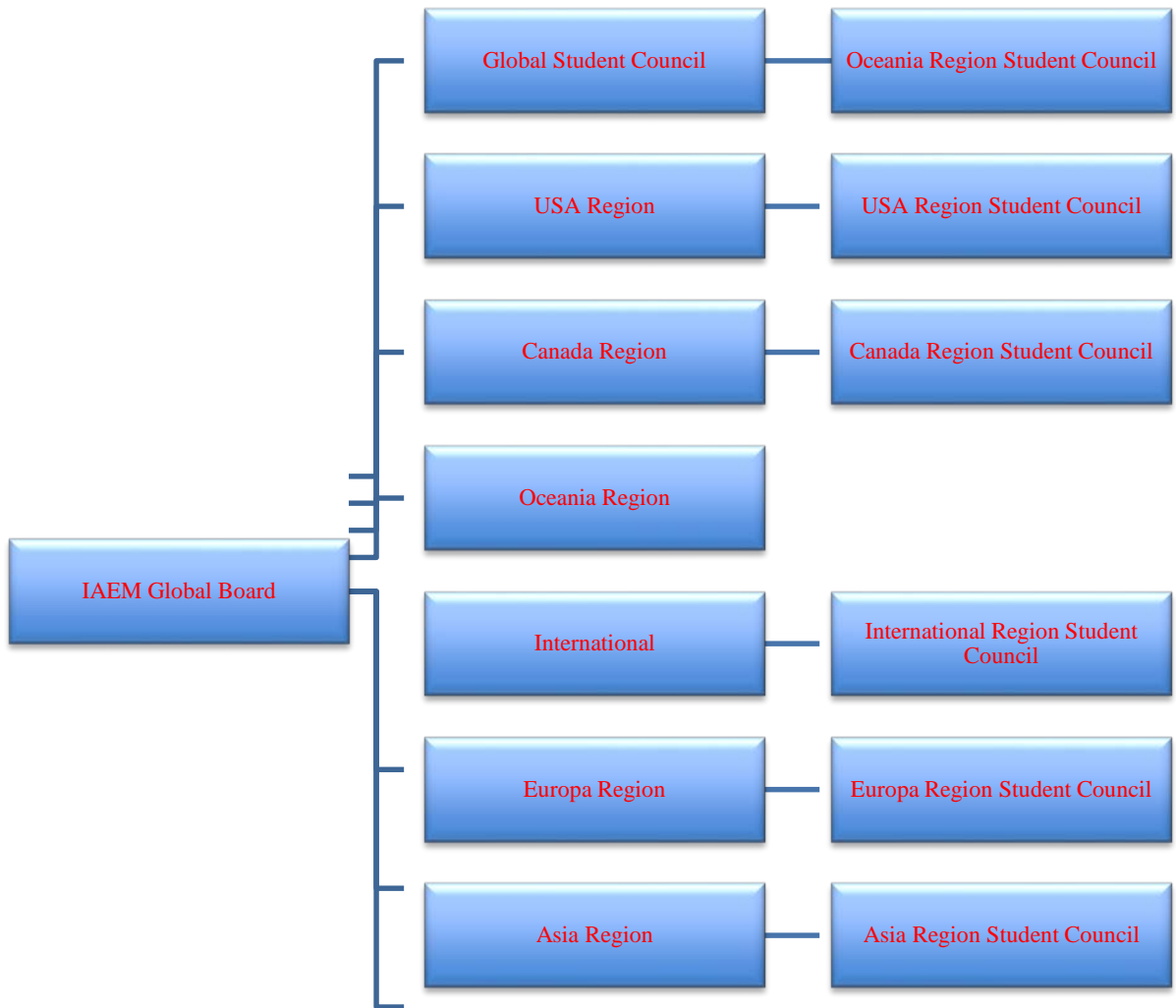
1. Social Media Coordinator

Due to the demands required for social media and technical nature, the GSC deemed it important to appoint a person who could support the requirements and dedicate their time solely to this position. Social media falls with the Secretary's portfolio and as such reports to this position.

2. Marketing Coordinator

As the second largest membership area, the GSC felt as though its status within the community could be better positioned. This position serves to increase awareness of the student body and the services the GSC can offer the student and main membership body.

IAEM Organisational Structure



Management Structure

OFFICERS AND EXECUTIVE COMMITTEE

1. Officers and the Executive Committee.

- a. The Officers of the IAEM – SC shall be the President, Vice President, Secretary, Treasurer, and the Immediate Past-President. The Executive Committee shall be composed of all the Officers of the Global SC.
 - i. Except as otherwise prohibited by law or these Bylaws, the Executive Committee may exercise the powers of the Global SC Board of Directors (hereafter referred to as the “Board”) when the Board is not in session, and shall conduct the administrative business of Global SC between meetings of the Board.
 - ii. The Executive Committee shall not act in a manner contrary to the directives issued by the Board, nor shall they take any action in conflict with these Bylaws and the Global SC APPs.
 - iii. The Executive Committee shall report any action taken to the Board at the next meeting of the Board for ratification as well as provide the Board minutes of its meetings and quarterly reports.

2. Duties of Officers.

- a. The duties of the President shall include, but not be limited to:
 - i. Serve as the principal officer of and the primary contact for the Global SC and be responsible for leading the Global SC and effectively managing its activities in accordance with the Bylaws and policies and procedures of the IAEM and the Global SC and communicating regularly with Global SC leadership and membership;
 - ii. Serve as a voting member of the IAEM Global Board of Directors representing the Global SC. Participation is required at all Global and Global SC meetings, including conference calls;

- iii. Organize, set the agenda, and preside at all meetings of the Global SC, the Global SC Board and of the Executive Committee;
 - iv. Appoint all Global SC liaisons or representatives including those to the IAEM Committees upon consultation with the Global SC Board; and
 - v. Communicate pertinent information and serve as the primary Global SC Board liaison to the Student Region and Student Chapter representatives.
- b. The duties of the Vice President shall include but not be limited to:
- i. Perform the duties of the President in his or her absence and assist the President in the management of the Global SC;
 - ii. Serve as the primary liaison in assisting in the formation of new Student Regions and Student Chapters;
 - iii. Serve as the primary manager for Global SC voting; and
 - iv. Such other duties as assigned by the President from time to time.
- c. The duties of the Secretary shall include but not be limited to:
- i. Record and distribute the minutes of all Global SC meetings to the appropriate persons;
 - ii. Serve as the primary manager of the Global SC's publications (i.e. Newsletter, etc.);
 - iii. Serve as the primary manager of the Global SC's online presence (i.e. Website, etc.);
 - iv. Handle official correspondence pertaining to Global SC business;
 - v. Maintain all non-financial records of the Global SC; and
 - vi. Such other duties as assigned by the President from time to time.

- d. The duties of the Treasurer shall include but not be limited to:
 - i. Facilitate all financial interactions related to the Global SC including but not limited to, collecting funds, making deposits, paying bills, and facilitating reimbursements;
 - ii. Maintain the Global SC financial records;
 - iii. Preparation, in conjunction with the IAEM staff, of a monthly Global SC Financial Report for the Board; and
 - iv. Such other duties as assigned by the President from time to time.

3. Selection of Officers.

- a. The Board will elect from the members of the Board a Vice President by a simple majority of the voting members of the Board at a meeting at which quorum of the Board is present. The Vice President shall automatically succeed to the office of President at the conclusion of the one (1) year term of each President.
- b. The Board will elect from outside the members of the Board a Secretary and Treasurer by a simple majority vote of the voting members of the Board at a meeting at which a quorum of the Board is present.

4. Terms.

- a. Effective January 1, 2016, the term of office for the President, Vice President, Secretary and Treasurer shall be one (1) year, commencing January 1st and ending on December 31st or until their successors take office.
- b. Until January 1, 2016, the one (1) year term of office shall commence immediately following the installation of officers, which installation of officers shall be conducted at the first Board Meeting of each calendar year.

5. Officer Vacancy.

- a. If a vacancy should occur in the office of the President, the Vice President shall automatically assume office of the President. A new Vice President will then be chosen by simple majority vote of

the members of the Board entitled to vote to fill the remainder of the Vice President's term.

- b. If a vacancy should occur in the office of the Vice President, Secretary, or Treasurer, or President and Vice President simultaneously, a replacement will be chosen by a simple majority vote of the members of the Board entitled to vote to fill the remainder of that Officer's term.

BOARD OF DIRECTORS

1. The Directors of the Global SC shall be:

- a. The Officers (President, Vice President, Secretary, Treasurer and Immediate Past President); and
- b. One (1) student representative from each IAEM Student Region for every five hundred (500) student members in good standing within the Student Region.

2. Quorum

Except as otherwise required by law or these Bylaws, a majority of the Directors entitled to vote shall constitute a quorum for the transaction of business of the Global SC. Except as otherwise required by law or these Bylaws, a majority vote of the Directors present and voting at a meeting of the Board at which a quorum is present shall be the act of the Board.

3. Duties of the Board of Directors

- a. The Board of Directors shall act as liaisons between the Global SC and the Student Regions/Student Chapters and student members from geographic Councils without a Student Region or Student Chapter. The Board shall supervise, control, and direct the affairs of the Global SC; determine the Global SC APPs within the limits of these Bylaws; actively pursue the Global SC mission; and have discretion in the setting dues and the disbursement of Global SC funds. The Board of Directors may adopt rules for the conduct of its business and may appoint such agents as it considers necessary.

- b. Members of the Board of Directors (or any committee) may participate in a meeting by means of conference telephone call or similar communications equipment by means of which all members participating in the meeting may hear each other simultaneously, and participation by such means shall be conclusively deemed to constitute presence in person at such meeting.

4. Qualifications of Directors

- a. Each Director shall be a member in good standing from their respective Student Region or Student Chapter, or geographic Council without a Student Region or Student Chapter.

5. Removal

a. Directors and Officers

- i. May be suspended or removed from the Board for good cause upon a two-thirds (2/3rds) vote of the Board of Directors. Good cause shall include but is not limited to a violation of the IAEM Code of Professional Conduct, a violation of the IAEM and/or Global SC Bylaws, APP's and policy of non-discrimination, or absence, unexcused by the President, from two (2) consecutive meetings of the Board. Prior to such suspension or removal, the Director is to be provided twenty (20) days written notice of the proposed Board action and an opportunity for a hearing either in person or by telephone or video conference before the Board.
- ii. Should a Board member be removed, the students of the affected Student Region or Student Chapter will elect a new representative pursuant to that Regions Bylaws.

APPOINTED POSITIONS AND TEMPORARY COMMITTEES

1. Appointed Positions

- a. All appointed positions within the Global SC shall be appointed by the President, subject to the approval of simple majority of the votes cast by the members of the Board entitled to vote:

- b. All candidates for appointed positions must be Members in good standing of IAEM and the Global SC.
- c. Appointed officials may be removed by a two-thirds majority vote of the members of the Board entitled to vote.

2. Committees

- a. Such committees, temporary committees, work groups or task forces may be created from time to time by the Global SC as may be deemed necessary to effectively and efficiently conduct the business of the Global SC. Such committees, temporary committees, work groups or task forces may be created by a simple majority of the votes cast by those members of the Board of Directors entitled to vote and present at a meeting at which a quorum of the Board is present.

MEETINGS AND ACTIVITIES

1. Meetings

- a. The Board shall meet not less than four (4) times per calendar year. Additional Board meetings may be initiated at the request of the President or by written petition signed by a majority of the members of the Board entitled to vote.
- b. The Executive Committee will meet at the request of the President or by written petition signed by a simple majority of the members of the Executive Committee.
- c. Notice of meetings of the Global SC Board of Directors, Executive Committee, or a committee of the Global SC shall be provided by letter sent by US Postal Service, postage prepaid, electronic mail, or facsimile not less than ten (10) days in advance of the scheduled meeting.
- d. Every effort shall be made to have meetings of the Global SC Board, Executive Committee or Global SC committee via electronic means (i.e. telephone or video conference). If an in-person meeting is held, limited Global SC funds may be utilized to facilitate that meeting, including but not limited to: travel, lodging, reimbursements, etc. The expenditure of limited Global SC funds for such purposes shall be subject to the prior approval of a

majority of the members of the Global SC Board of Directors
authorized to vote.

2. Voting

- a. Except where otherwise required by law or in these Bylaws, a simple majority of the voting members of the Board of Directors, Executive Committee or any committee of the Global SC shall be required to carry all motions other than amendments to these Bylaws.

3. Amendments of Bylaws and the Global SC Dues Structure

- a. Amendments to these Bylaws may be submitted to the President by any member of the Global SC Board of Directors or by written petition signed by not less than ten percent (10%) of the Global SC members in good standing.
- b. Proposed changes to the dues structure for Global SC members must be approved by a simple majority of the votes cast by Global SC Board of Directors entitled to vote and present at a meeting at which a quorum is present.
- c. Proposed amendments to these Bylaws or to the Global SC dues structure must be circulated to the Global SC Board of Directors not less than thirty (30) days prior to the Board vote to be taken.
- d. These Bylaws and/or changes to the Global SC dues structure may be amended by a two-thirds (2/3) majority vote of the members of the Board of Directors entitled to vote and present at a meeting at which a quorum is present.

General Management

Legal Matters

All legal matters must be directed to IAEM Legal representative
Robert Weil:

Law Office of Robert J. Weil, PLLC
4031 University Drive
Suite 100
Fairfax, Virginia 22030

703-934-2036 (O)

703-277-7730 (F)

703-399-5671 (C)

All legal financing will be expensed to IAEM Global Student Council

Trading name

International Association of Emergency Managers (IAEM) – Global
Student Council (GSC)

Domain Name

www.IAEM.com

<http://www.iaem.com/page.cfm?p=Council/student&lvl=2>

Logos/Intellectual Property

All intellectual property regarding the IAEM logo belongs to IAEM-US
Region. IAEM's CEO, the IAEM-US Region President, and the IAEM
Global Board must approve any adjustment to the official logo. The
same process of approval applies any additional property rights
issues.

Location

201 Park Washington Court,
Falls Church, VA 22046-4527
USA

Supply and Distribution Strategies

Monthly reports by regional Councils are to be distributed to GSC each month as part of the GSC regular meeting. The GSC report is to be compiled monthly and approved at the next meeting prior where, based on being accepted by the GSC Board it will be posted to the GSC Resources page.

Customer Relationship Management

There are roles for President and Secretary at every level of governance within the GSC's regions (this includes Chapters and Regions) these are the two main points of contact to the membership, unless the Presidents appoint another position to do so in their place or in addition to.

Key Roles

There are a number of key relationships that have been established in order to successfully manage the business. These include:

Service	Name	Email	Reason for choice
Legal support/lawyer	Robert Weil	bob@rweillaw.com	Legal Responsibility
Accountant	Barbara Tyeryar	btyeryar@asmii.net	IAEM Finance Director
PC support	Dawn Shiley Karen Thompson	shiley@iaem.com Thompson@iaem.com	Website administrator GSC Secretary
Banking and finance	Barbara Tyeryar	btyeryar@asmii.net	GSC Treasurer
Telecommunications	Sharon Kelly	info@iaem.com	Membership Liaison GSC President

Employees and Contractors

GSC will only engage into a contract with an entity separate from IAEM with the consent of the GB and with the knowledge and contractual approval of the Legal Council Robert Weil.

Global Student Council

Finance Report

2014-15 to 2016-17

Fiscal Year: June 1 - 31 May

The International Association of Emergency Managers (IAEM) is a not-for-profit, voluntary organisation dedicated to raising awareness of emergency management and supporting the professionalization of the field. Divided into seven councils, the Global Student Council (GSC) represents the interests of all student members irrespective of location.

Accounting Practices

The IAEM GSC adheres to accounting practices set forth by the Federal Accounting Standards Advisory Board as deemed appropriate by the Treasurer and as directed by IAEM.

Accounts

The funds under the administration of the IAEM GSC are divided into eight (8) student region accounts based on the same territory as the corresponding IAEM Region Council with the same name, including:

- Asia Student Region
- Canada Student Region
- Europa Student Region
- International Student Region
- Oceania Student Region
- USA Student Region

The two other accounts are for global student activities: Global Student Council and International Student Development Fund.

Account Administration

The following table identifies the administrative status, owners of the IAEM GSC accounts and current classification. An account owner is defined as the respective entity who – with the exception of custodian accounts³ – can freely make decisions and use of funds for activities the promote members and the mission of IAEM.

³ Custodian accounts remain within the trust of the Global Student Council until an executive board is established for the respective student region.

<i>Account</i>	<i>Owner</i>	<i>Account Status</i>
Global Student Council	Global Student Council	Current account – unrestricted use
International Student Development Fund	Global Student Council	Current account – restricted use
USA Student Region	USA Student Region	Current account – unrestricted use
Canada Student Region	Canada Student Region	Current account – unrestricted use
Oceania Student Region	Global Student Council	Custodian account
International Student Region	Global Student Council	Custodian account
Europe Student Region	Global Student Council	Custodian account
Asia Student Region	Global Student Council	Custodian account

Membership Dues

Membership is open to all full-time students in a program or with an interest in emergency management. Memberships dues are paid annually in September/ October with membership lasting from October 1-September 31.

Membership dues are established as per the IAEM Global Student Council’s Bylaws and Administrative Policies and Procedures. The 2013-14 membership dues cost USD 45 with the funds distributed in the following manner:

- \$15 IAEM Global Board;
- \$2 Global Student Council;
- \$3 International Student Development Fund; and
- \$25 Student Region (USA, Canada, International, Oceania, Europa, and Asia).

Forecasting is essential, as it will allow the club to have an idea of what it can expect for income generation. The company’s financial plan is based upon a 52-week year. While IAEM will attempt to follow regular trading hours there needs to be an amount of flexibility and an understanding of the needs of clients and members.

Membership Forecast

	Current (2013-14)	2014-15	2015-16
Asia	7	10	13
Canada	73	80	85
Europa	12	15	18
International	8	10	12
Oceania	14	20	25
USA	1106	1120	1130
Total (Global Student Council)	1220	1255	1283

Statement of Financial Position

The IAEM GSC only has a single asset – cash that is carried over as the remaining balance from the previous fiscal year. The IAEM GSC does not currently or foresees any liabilities. The following table provides a forecasted Statement of Financial Position.

	@06/2013 (opening balance)	@ 06/2014 (1 year)	@06/2015 (2 years)	@06/2016 (3years)
Assets				
Global Student Council	\$34,421	\$37,000	\$39,500	\$42,000
International Student Development Fund	\$26,427	\$20,500	\$18,500	\$16,500
USA Student Region	\$76,000	\$81,000	\$86,000	\$91,000
Canada Student Region	\$4,810	\$3,900	\$3,000	\$2,100
International Student Region	\$1,600	\$3,500	\$4,000	\$4,500
Oceania Student Region	\$1,545	\$1,645	\$1,745	\$1,845

Europa Student Region	\$1,404	\$1,404	\$1,404	\$1,404
Asia Student Region	\$1,023	\$1,023	\$1,023	\$1,023
Total Assets	\$147,230	\$149,972	\$155,172	\$160,372
<i>Liabilities</i>				
Global Student Council	\$0	\$0	\$0	\$0
International Student Development Fund	\$0	\$0	\$0	\$0
USA Student Region	\$0	\$0	\$0	\$0
Canada Student Region	\$0	\$0	\$0	\$0
International Student Region	\$0	\$0	\$0	\$0
Europa Student Region	\$0	\$0	\$0	\$0
Asia Student Region	\$0	\$0	\$0	\$0
Total Liabilities	\$0	\$0	\$0	\$0
Net Worth (Assets less Liabilities)	\$147,230	\$149,972	\$155,172	\$160,372

Establishment Costs for new regions

In instances where new student regions or chapter are being developed, the following costs are forecasted to be necessary.

Items required to start and operate the enterprise	Currently on hand (\$ value)	Required to be purchased (\$ value)
Tent, Banners and Table Skirt	0	1500
Recruitment poster/ flyers	0	150
Recruitment pens, pins, etc.	0	350
Computer Tablet	0	500
Total Cost	0	2500

** Costs payable to and maintained by IAEM

Details		Q1 Y1	Q2 Y1	Q3 Y1	Q4 Y1	Total Y1	Q1 Y2	Q2 Y2	Q3 Y2	Q4 Y2	Total Y2	Q1 Y3	Q2 Y3	Q3 Y3	Q4 Y3	Total Y3
Revenue																
GSC	Member Dues	915	915	915	915	3660	945	945	945	945	3780	965	965	965	965	3860
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	915	915	915	915	3660	945	945	945	945	3780	965	965	965	965	3860
ISDF	Member Dues	610	610	610	610	2440	630	630	630	630	2520	642	642	642	642	2568
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	610	610	610	610	2440	630	630	630	630	2520	642	642	642	642	2568
USA SR	Member Dues	4150	4150	4150	4150	16600	4200	4200	4200	4200	16800	4240	4240	4240	4240	16960
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	4150	4150	4150	4150	16600	4200	4200	4200	4200	16800	4240	4240	4240	4240	16960
Canada SR	Member Dues	275	275	275	275	1100	300	300	300	300	1200	320	320	320	320	1280
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	275	275	275	275	1100	300	300	300	300	1200	320	320	320	320	1280
Int'l SR	Member Dues	30	30	30	30	120	42	42	42	42	168	50	50	50	50	200
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	30	30	30	30	120	42	42	42	42	168	50	50	50	50	200
Euro SR	Member Dues	45	45	45	45	180	57	57	57	57	228	69	69	69	69	276
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	45	45	45	45	180	57	57	57	57	228	69	69	69	69	276

Asia SR	Member Dues	30	30	30	30	120	42	42	42	42	168	54	54	54	54	216
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	30	30	30	30	120	42	42	42	42	168	54	54	54	54	216
Expenses																
GSC	Meeting/Conf Travel	0	0	3800	0	3800	0	0	4200	0	4200	0	0	4600	0	4600
	Meeting/Conf Fees	0	0	1250	0	1250	0	0	1250	0	1250	0	0	1250	0	1250
	Supplies	115	115	115	115	460	115	115	115	115	460	115	115	115	115	460
	Stipends	0	0	1200	0	1200	0	0	1200	0	1200	0	0	1200	0	1200
	Outreach	0	0	100	0	100	0	0	100	0	100	0	0	100	0	100
	Total	115	115	6465	115	6810	115	115	6865	115	7210	115	115	7265	115	7610
ISDF	Meeting/Conf Travel	0	0	1000	0	1000	0	0	1000	0	1000	0	0	1000	0	1000
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Stipends	0	0	500	0	500	0	0	500	0	500	0	0	500	0	500
	Outreach	0	0	8100	0	8100	0	0	3000	0	3000	0	0	3000	0	3000
	Total	0	0	9600	0	9600	0	0	4500	0	4500	0	0	4500	0	4500
USA SR	Meeting/Conf Travel	600	600	2000	600	3000	600	600	2000	600	3000	600	600	2200	600	3000
	Meeting/Conf Fees	100	100	1200	100	1500	100	100	1200	100	1500	100	100	1200	100	1500
	Supplies	150	150	150	150	600	150	150	150	150	600	150	150	150	150	600
	Stipends	0	0	700	0	700	0	0	700	0	700	0	0	700	0	700
	Outreach	1000	200	500	100	1800	1000	200	500	400	1800	1000	400	500	200	1800
	Total	1850	1050	4550	950	8400	1850	1050	4550	1350	8700	1850	1250	4750	1050	8900
Canada SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Meeting/Conf Fees	0	0	0	500	500	0	0	0	500	500	0	0	0	500	500
	Supplies	100	100	100	100	400	100	100	100	100	400	100	100	100	100	400
	Stipends	700	0	0	0	700	700	0	0	0	700	700	0	0	0	700
	Outreach	0	0	0	0	0	50	0	50	0	100	50	0	50	0	100

	Total	800	100	100	600	1700	850	100	150	600	1700	850	100	150	100	8900
Int'l SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Supplies	0	0	0	0	0	0	100	100	100	300	100	100	100	100	400
	Stipends	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Outreach	0	0	0	0	0	0	100	0	100	200	100	0	100	0	200
	Total	0	0	0	0	0	0	100	100	100	300	200	100	200	100	600
Euro SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Supplies	0	0	0	0	0	0	0	0	0	0	200	200	200	200	400
	Stipends	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200
	Total	0	0	0	0	0	0	0	0	0	0	200	200	200	200	600
Asia SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Supplies	0	0	0	0	0	0	0	0	0	0	200	200	200	200	800
	Stipends	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	200	200	200	200	800
Balance (Deficit) - Revenue less expenses																
GSC						-3150					-3430					-3750
ISDF						-7160					-1980					-1932
USA SR						8200					8100					8060
Canada SR						-600					-500					-420
Int'l SR						120					-132					-200
Euro SR						180					227					-524
Asia SR						120					168					-584

Details		Q1 Y1	Q2 Y1	Q3 Y1	Q4 Y1	Total Y1	Q1 Y2	Q2 Y2	Q3 Y2	Q4 Y2	Total Y2	Q1 Y3	Q2 Y3	Q3 Y3	Q4 Y3	Total Y3
Revenue																
GSC	Member Dues	915	915	915	915	3660	945	945	945	945	3780	965	965	965	965	3860
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	915	915	915	915	3660	945	945	945	945	3780	965	965	965	965	3860
ISDF	Member Dues	610	610	610	610	2440	630	630	630	630	2520	642	642	642	642	2568
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	610	610	610	610	2440	630	630	630	630	2520	642	642	642	642	2568
USA SR	Member Dues	4150	4150	4150	4150	16600	4200	4200	4200	4200	16800	4240	4240	4240	4240	16960
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	4150	4150	4150	4150	16600	4200	4200	4200	4200	16800	4240	4240	4240	4240	16960
Canada SR	Member Dues	275	275	275	275	1100	300	300	300	300	1200	320	320	320	320	1280
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	275	275	275	275	1100	300	300	300	300	1200	320	320	320	320	1280
Int'l SR	Member Dues	30	30	30	30	120	42	42	42	42	168	50	50	50	50	200
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	30	30	30	30	120	42	42	42	42	168	50	50	50	50	200
Euro SR	Member Dues	45	45	45	45	180	57	57	57	57	228	69	69	69	69	276
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	Total	45	45	45	45	180	57	57	57	57	228	69	69	69	69	276
Asia SR	Member Dues	30	30	30	30	120	42	42	42	42	168	54	54	54	54	216
	Investment Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	30	30	30	30	120	42	42	42	42	168	54	54	54	54	216
Expenses																
GSC	Meeting/Conf Travel	0	0	3800	0	3800	0	0	4200	0	4200	0	0	4600	0	4600
	Meeting/Conf Fees	0	0	1250	0	1250	0	0	1250	0	1250	0	0	1250	0	1250
	Supplies	115	115	115	115	460	115	115	115	115	460	115	115	115	115	460
	Stipends	0	0	1200	0	1200	0	0	1200	0	1200	0	0	1200	0	1200
	Outreach	0	0	100	0	100	0	0	100	0	100	0	0	100	0	100
	Total	115	115	6465	115	6810	115	115	6865	115	7210	115	115	7265	115	7610
ISDF	Meeting/Conf Travel	0	0	1000	0	1000	0	0	1000	0	1000	0	0	1000	0	1000
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Stipends	0	0	500	0	500	0	0	500	0	500	0	0	500	0	500
	Outreach	0	0	8100	0	8100	0	0	3000	0	3000	0	0	3000	0	3000
	Total	0	0	9600	0	9600	0	0	4500	0	4500	0	0	4500	0	4500
USA SR	Meeting/Conf Travel	600	600	2000	600	3000	600	600	2000	600	3000	600	600	2200	600	3000
	Meeting/Conf Fees	100	100	1200	100	1500	100	100	1200	100	1500	100	100	1200	100	1500
	Supplies	150	150	150	150	600	150	150	150	150	600	150	150	150	150	600
	Stipends	0	0	700	0	700	0	0	700	0	700	0	0	700	0	700
	Outreach	1000	200	500	100	1800	1000	200	500	400	1800	1000	400	500	200	1800
	Total	1850	1050	4550	950	8400	1850	1050	4550	1350	8700	1850	1250	4750	1050	8900
Canada SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Meeting/Conf Fees	0	0	0	500	500	0	0	0	500	500	0	0	0	500	500
	Supplies	100	100	100	100	400	100	100	100	100	400	100	100	100	100	400
	Stipends	700	0	0	0	700	700	0	0	0	700	700	0	0	0	700

	Outreach	0	0	0	0	0	50	0	50	0	100	50	0	50	0	100		
	Total	800	100	100	600	1700	850	100	150	600	1700	850	100	150	100	8900		
Int'l SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Supplies	0	0	0	0	0	0	100	100	100	300	100	100	100	100	400		
	Stipends	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Outreach	0	0	0	0	0	0	100	0	100	200	100	0	100	0	200		
	Total	0	0	0	0	0	0	100	100	100	300	200	100	200	100	600		
Euro SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Supplies	0	0	0	0	0	0	0	0	0	0	200	200	200	200	400		
	Stipends	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0	0	200		
	Total	0	0	0	0	0	0	0	0	0	0	200	200	200	200	600		
Asia SR	Meeting/Conf Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Meeting/Conf Fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Supplies	0	0	0	0	0	0	0	0	0	0	200	200	200	200	800		
	Stipends	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Outreach	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total	0	0	0	0	0	0	0	0	0	0	200	200	200	200	800		
Balance (Deficit) - Revenue less expenses																		
GSC							-3150						-3430					
ISDF							-7160						-1980					
USA SR							8200						8100					
Canada SR							-600						-500					
Int'l SR							120						-132					
Euro SR							180						227					
Asia SR							120						168					

Business Balance Sheet

Depreciation Schedule

Not applicable – only asset that could depreciate is cash based on inflation – this would be too complex considering how international the GSC is

Financial Assistance

In extraordinary circumstances were the Global Student Council may find itself in a position that necessitates financial assistance, funds may be raised through fundraising or other such event, or a request from financial assistance from other entities of IAEM.

Financial Summary

The respective accounts of the GSC have the following balances at the beginning of the year. Based on historic costs, no account of the GSC is projected to require financial assistance in fiscal years 2014-15, 2015-16 and 2016-17.

Global Student Council

Marketing Report

The International Emergency Management Association Global Student Council is the most valuable asset to the overall IAEM organization. This is the Council that will provide the majority of new members. We will have the initial opportunity to show prospective members what an amazing organization this can be for them as they embark on their journey to becoming emergency managers. We have a responsibility to create a good return on investment and prove ourselves as THE indispensable resource for not only students, but also working professionals seeking higher degrees.

The GSC has the opportunity to expand our AEMsm program since students would be able to reasonably make the qualifications. Doing so, we can also elevate the value of the CEM®, and truly make this the mark of a seasoned emergency manager. We should educate prospective students of what it takes to be an Emergency Manager and what is required to join the field. We can raise awareness of the overall field by intelligently and respectfully branding the IAEM. The future of our field is excellent and we need to seize a leadership role in telling the world about it!

In order to attain these lofty ambitions, we need to have plan. This plan needs to needs to be grand in scope yet attainable by committed individuals. We currently possess such an opportunity in our own emerging markets, places such as Europa and Asia. In the North American and Oceania regions, we have the prospect to capture more students as they begin their journey to becoming emergency managers. The key is to do some things very well, and make sure that in doing so we truly establish ourselves as an indispensable resource for students pursuing education in Emergency Management.

This plan details four major topics that present immediate areas for opportunity. Those four categories are:

1. Student Value: Prospective students, Under graduate & Post Graduate level
2. Service (Volunteerism)
3. AEMsm/CEM®
4. Communication
5. Backpack to Briefcase Initiative

All would require an investment of time and intellect, but most would require very little in the way of capital expenditure. Those proposals that would involve a higher financial investment could be rolled out gradually as we see a larger community paying member dues. Those details will be addressed in each section.

All these items designed to boost the overall membership, but they are also designed to bring value to our members first and the greater community as a whole.

Student Value

Prospective Students
Under Graduate Students
Post Graduate Students

The IAEM GSC needs to be the resource for prospective students or students who are considering any sort of educational advancement in the field of emergency management. The GSC can assist both members and potentially interested persons in finding resources about how to pursue a career in this great field. There are three distinct groups in the educational process, and each will have different needs. Those three groups are Prospective students, Undergraduate students and Graduate students. The GSC has an opportunity to address some of the needs each of these groups have, and by doing so provide real value to these students as members of the IAEM. The GSC can be a resource for all, with some work.

1. Prospective Students

So, you're interested in a career in Emergency Management. Now what? What does this emerging field actual do? No, were not first responders like Police, Fire, or EMS. Yes, we are mostly public sector employees. No we do not manage the Emergency Room/Department at the hospital. Every member started their career path at step one, finding out more about the field of Emergency Management. The IAEM can and should be the place to get this sort of information. We should be a one-stop shop to those who have an interest in this career path.

We need to give prospective students an honest explanation of what this job is, and the many things it isn't. This can be accomplished many different ways. The IAEM website already provides some great preliminary information about the role of an emergency management and what the career field is all about. We could add some anecdotal essays from current practitioners. Multimedia presentations could also assist a prospective student with getting an overall sense of what this field requires.

The IAEM GSC should provide the most comprehensive directory of all schools offering any sort of Emergency Management program, from basic certificate to a Doctoral degree. This needs to be available online in our section of the IAEM website. This will help people find the right program for them. This will also give them a nice introduction to the IAEM at the earliest part of their path, giving us an easy chance to capture them as members. US FEMA started this task several years ago, but their listing has become outdated (see <https://www.training.fema.gov/emiweb/edu/collegelist/>). FEMA seems to rely on those institutions sending information in regarding the educational institutions various offerings. The GSC could be far more proactive in searching out this information, compiling it and keeping the information updated.

The added benefit to the GSC in cultivating this list is we will have a great direct marketing list. We can develop relationships with the faculty and hopefully get them to at least provide information to students, and maybe even put in an encouraging word for the IAEM.

The best thing about all these items is that they will require no real capital to implement. All of these are projects to be taken on by various individuals and groups. Essentially we are gathering information and then presenting it at a single point. There may be some minor costs associated with getting this information formatted and developed for the website, but this could also be as simple as downloadable files, documents and multimedia.

2. Under-graduate students

Undergrad students truly represent the future lifeblood of the IAEM. If we bring them value now, we have the chance to make them IAEM members for the life of their professional careers. As an organization, there can be no greater priority than to make sure we are getting as many students while they are pursuing their first degree. The challenge is how we make a professional organization a valuable asset to an undergrad. There are three key areas that the IAEM GSC can add real value to an undergrad student.

First is being a major repository of scholarship information for anything related to Emergency management, including opportunities such as the Credential reimbursement program. Most students will immediately recognize real value in an organization that can help them get money. This will also open an opportunity for organizations that offer scholarships a chance to list them in a central database that is focused on students pursuing a degree in emergency management.

Second is becoming an equally definitive resource for internships. Most students see the real value in participating in an internship, and some programs require such participation. In our 2010 survey, 87% of respondents who participated in an internship said the internship enhanced their learning experience¹. However, according to that same survey, only 25% of the total student members responding actually participated in an internship during their studies². We have a real opportunity to help students find a wide variety of internship opportunities. While some schools will be helpful at this, even those that have resources will usually only extend to the immediate local area, where the faculty has roots in the greater public safety sector. This is a fine resource, but what if a student in Japan wanted to do an internship in California to learn more about how the US handles earthquake incidents. It seems unlikely that the university would have many resources beyond Google.

Most undergrads that are driven to immediately enter the work place recognize that as they are completing their coursework they need to start

making contacts and networking in the field they've chosen, and Emergency management is no different in that respect. Most any employment expert will tell you that the best way to get a job is when you are familiar to the organization prior to the application process. In fact, according to Manpower Group study completed in 2011 surveying the previous three years, 41% stated they had found their current job through direct networking with their current employer. To put in perspective, the next highest opportunity on that list was Internet Job Board, at 19 %³. According to IAEM GSC survey conducted in 2010 of current student members, 57.7% of members had no opportunity to network⁴. This is clearly a need for our student members!

The best part of implementing many of these ideas is they should also involve very little capital expenditures. We already have an internship board. My hope is that with a robust list of colleges, and an increased push to have regular members inform us of internship opportunities, we can take the internship board structure, duplicate that to a scholarship board and be able to effectively collate all this information of both scholarships and internships for our members. One final thought about this to consider is should this information be only accessible to authorised members?

To implement the networking portion of this will probably involve in some expenditure. However, we need to look at how we work on a local basis. According to our 2010 survey, 84.4% of unaffiliated members would join a local chapter if one existed⁵. Our real opportunity to implement networking is to increase the amount of local chapters that exists. We currently have 28 North American chapters and 2 European chapters that are active. Some of these are virtual chapters supporting online universities. The GSC should consider looking at regional chapters that are unaffiliated with a specific school. These chapters would appeal to both students in traditional school programs and also online students who would like to get to know local people in the field. These local chapters would handle the specific details in getting these events setup. If the GSC needs to help fund these events that request can be reviewed by the executive committee and whatever sub-committee or task force is assigned to examine those details.

3. Post Graduate Members

Postgraduate members will have unique needs, and the IAEM GSC has an opportunity to meet many of those needs. According to a GMAC survey published in 2014, 92% of students cited leadership preparation as a major advantage to getting the postgraduate degree⁶. Since these are the members that are most likely to be pursuing leadership positions in emergency management, these members can ultimately strengthen the IAEM brand. If they feel a strong alliance with the IAEM, they will seek to hire those that possess the IAEM CEM®/AEMsm credentials and advise subordinates to join and participate in the IAEM. The IAEM GSC can bring real value to these students in three critical areas.

First, is a comprehensive program aimed specifically at grant discovery and application. According to our 2010 survey, 75.5% of respondents stated that they received no grant proposal experience in school⁷. We should develop a database of all currently available grants using the same template as the internship and scholarships boards. Pair that with an online program designed to give real world advice for grants writing and application. Given the nature of how public money flows in many countries, including the US, this is a very practical skill we can offer.

Second is a mentorship program that pairs students with experienced leaders in the field and gives them practical experience to be paired with the academic pursuit of a higher degree. Many of the projects assigned in these programs have students needing to get real life information, and we can bridge that need with willing individuals. 72.3% of all students surveyed in our 2010 survey that they had not received any formal counselling while attending school⁸. We can also avoid the obvious locality issue that comes up with internships in the undergrad section. By being able to do this virtually and using the resources of an international organization, that same student in Japan can find a mentor in Florida who has extensive hurricane experience

and will be able to relate to the Japanese student who is working on a tsunami project.

Third is networking, which of course we created for the under graduate members. The GSC can sponsor networking events geared towards these students, also attended by working professionals. Networking becomes such a core requirement to this overall field that it really needs to be a major priority in all phases of the student member's life.

The implementation of these items should create no major capital expenditure. The grant program could incur some cost to compile information, in the form of books or multimedia. There is also an opportunity to partner with an interested entity to defray some or all of the cost associated with this. The mentorship program has been an ongoing goal of the GSC and should continue to be pursued. The implementation of the program, once started, could incur some costs, but again, could be defrayed by the participants or even an interested third party. The first priority is to get this program to realization. The networking component would get wrapped up in the assertions made in the under graduate section, that we need to look to increase the chapters by implementing a regional structure. This structure should be able to manage events on a few different levels, with even some broader events that involve all members.

Service (Volunteerism)

Service is a core value of most every Emergency Manager. We do this job not purely for profit but because we feel a need to serve our fellow members of the community and be able to be a guiding light when there is trouble. An overwhelming number of our members believe in doing some volunteerism, some 77% of the respondents to our 2010 survey⁹. Organizing this belief creates a branding opportunity. By positioning the IAEM GSC as a clearinghouse for volunteerism, we can extract a maximum benefit from a minimum investment. We can even accomplish some of our stated core goals in doing this. Imagine this scenario:

The county of Waterton is attempting to do a floodwall mitigation project. The budget has fallen short and they are hoping to reach out to volunteers. They are going to need 50 volunteers to handle various jobs. Instead of the town leaders and emergency managers having to beg and search for volunteers, our local chapter is contacted to help provide these volunteers. Our people come on site, ideally wearing some sort of IAEM branded item, tee shirt, and safety vest or ball cap. That way we make our brand visible to all participants in the project, some of who may have interest in the IAEM. We make a positive contribution to our community. We also create an impromptu networking situation where a volunteer may be able to interact with local emergency management professionals. This may also satisfy the service requirements for the CEM® certification.

The best part of this is at best our expense would be limited to promotional materials for members volunteering, perhaps t-shirts or hats, and any signage or other promotional material we might want to invest in.

Associate Emergency Manager (AEMsm) and the Certified Emergency Manager (CEM®)

The visibility of the Associate Emergency Manager (AEMsm) program needs to be expanded for those undergrads that are looking to distinguish themselves as they enter the workforce. Currently there are only 151 AEMsm certified members worldwide, and this certification doesn't seem to get the same prominence in IAEM literature. Since the main thrust of the other councils is the working professional, most of these members will be looking to get the Certified Emergency Manager (CEM®) since they will possess the required years of service for this certification. The responsibility of advancing the value and prestige of the AEMsm seems like a natural task for the GSC.

The GSC can make the advancement of the AEMsm certification a priority with a focused program accentuating the requirements and the advantages of this certification. The GSC needs to offer ample online programs and literature to help students navigate the AEMsm requirements. Adding a "boot camp"

program to help students accomplish all of the requirements would certainly increase the number of AEMsm certified members. Make these programs nominally priced or even free to expand the appeal of the certification. Promotion throughout our communication will also increase the appeal the AEMsm program.

There was a very successful pilot program done in the USA Region that created a reimbursement program available to active student members who were looking to gain one of the certifications. In June of this year the USA region selected 15 individuals for a credential reimbursement program. In addition to reimbursing the cost of the AEMsm/CEM® certification, all award winners participated in a Student Prep webinar that went over everything to expect in the credentialing process. It also reviewed a selection of questions that could be expected on the test portion of the credential program. The award winners are also expected to participate in several conference calls to update progress.

The GSC should roll this out as a scholarship program. Naming it the IAEM GSC Matthew Ellis Memorial Scholarship, for example, and making this a competitive scholarship program will add some prestige to the recipient's resume/CV just by being selected. We can then issue a prominent press release upon naming of the recipients and maybe get a featured mention at one of the main events at the annual convention to introduce the recipients. The USA Region has created a great template to work with in this area.

As to costs, there will be some expense to actually reimburse students for the money they spent getting their certification. There would need to be some consultation with the executive committee to get an idea just how many scholarships we would award. Also, to develop prep course that would otherwise be an expense to the student will present some fixed costs, but I think leveraging the power of things like online/distance learning will stimulate not only interest, but also ultimately new certified members.

Above all, though, we need to have a pervasive philosophy that being part of the GSC means you will at some point be pursuing certification. Every one of

our members has made a commitment to advance their careers through education, and making sure they take advantage of the IAEM certifications is the best way to ensure our members enjoy long, productive careers in the service of Emergency Management.

Communication

Communication will be the key to all of these initiatives. Working with the existing membership to continue to demonstrate value will be our best way to protect our existing numbers. Publishing information that is valuable, topical and authoritative will be a great lure for new members. The question is what is the best and most cost effective way to “advertise” all these great things?

Social media is how people are having a conversation about anything and everything. Facebook and Twitter are the overwhelming favorites, and most people couldn't envision a job search without Linked In. There are many other specialized services, and many more that are more specific to a country or a region of the world. While pursuing a broad base of social media outlets seems like casting a wider net, we should concentrate our efforts on the big three sites, Facebook, Twitter and Linked In. The key is to develop an individual or group who is **passionate** about both social media and emergency management. These people will need to be true journalists adhering to all the rules of traditional journalism and also exist on a regular publishing schedule. They will need to moderate all conversations and remove or redact anything inappropriate. They also may have a need to give up their own personal social media accounts, or at the very least agree to not engage in any controversial topics to maintain impartiality. The most successful organizations approach the role of social media as an entirely separate task. If this is executed well, we will have the engagement of our membership in a truly democratic fashion. We can also invite the more casual observer to our information to take the next step in joining the IAEM. To quote the American Society of News Editors, “Social networks are tools, not toys”¹⁰

The GSC would do well to either elect or appoint someone who would have the primary responsibility to oversee all of the communication avenues. Email and social media avenues are very low cost high yield actions that will help advertise our achievements when we accomplish these many initiatives. Having someone who is enthusiastic about communication and emergency management would be the most desirable traits. Much like several other key positions in the IAEM GSC this could be a volunteer position. This was the cost will be kept to a minimum.

Backpack to Briefcase Initiative

In an effort to be forward leaning about increasing our membership in the emerging markets we have identified the need to reach out directly to these members and invite them into the association in a very personal way. We are developing a few different strategies to make this happen. First, we are developing a directed letter of introduction to accompany the IAEM developed membership brochure. Once we identify potential members based on their academic pursuits, we will send them a personal invitation to join the IAEM and the GSC in particular. Once we have a certain number of members involved, we hope to create a grassroots campaign using those early joiners as tastemakers for the region they belong. Our hope is those first in will embrace taking on a leadership role.

In an effort to reach out and personally meet those individuals that may be potential members, we are also developing a standard trade show booth outfit for each region that will be sent to each new region once they have completed their region voting process. This outfit could go anywhere there is an event going on that could create new members, and we have people in place to staff that booth. It will have a standard table skirt, a couple large banners with high visibility graphics and branding standardized from the IAEM, and a tent to surround the entire area. In addition, we will have several handouts, brochures and pamphlets available in the local language. We are also looking at equipping the booth with a tablet device to handle actual enrolment, or a request for additional information.

We also hope to leverage an updated and complete database of emergency management programs to reach out those programs and contact those school administrators to assist with encouraging membership in the IAEM. Once we know who those people are who already supporters of the IAEM, we can leverage that positive attitude to bringing in the next generation of emergency managers.

There will be costs associated with this initiative, and they have been identified in the Strategic Report's Finance Report section. The largest will be the one time costs to develop the trade show outfit. We will have ongoing expenses with replenishing handout items and any potential shipping costs.

The Backpack to Briefcase initiative is the purest distillation of the concept that we here at the GSC are best poised to create the next generation of members for the whole of the IAEM. Our success is truly the IAEM's success and represents the future of the organization!

Conclusion

How does all of this bring visibility and ultimately membership to the GSC? This plan calls for a considerable amount of items that should be incorporated into the GSC section of the website, and this will take a significant commitment from the greater IAEM to assist us to make these additions possible. There will also need to be a more grass roots approach to our marketing. This is why our prospective student initiative of building a complete database of schools and programs related to emergency managers is so important. Once we have some basic information on all of the institutions educating future Emergency Managers, we can start to interact with them directly. I envision many faculties will be very receptive to forwarding on basic information about the association that represents their student's future field. Once we have that basic database compiled we can start having that dialogue immediately!

Many of these ideas and projects are not new ones. If we intend to advance the GSC into the emerging markets of Europe, Asia and increase our presence in North America and Oceania, we need to get these things done now, and

make that be the foundation of our council. With this plan, we have a framework to advance our mission to assist our member students and attract those new members that will enhance the overall membership of the IAEM.

SUMMARY AND CONCLUSION

The GSC will serve as a platform for emergency management education, promotion and development. Services will provide integrated, emergency management information and education services to public and private sectors. This will be accomplished through a variety of process that guide the prospective emergency manager through their initial interest to the employment as an emergency manager.

Emergency Management is increasing through political, economic, social and technological considerations. Political considerations include increased globalisation and political cooperation, leading to increased demand for emergency management. They also include heightened political tensions that could lead to greater destruction and terrorist attacks, in turn, requiring global accountability.

Economic considerations include extensive government and organisation budgets allocated to emergency disaster management and occupational health and safety.

Social considerations include OH&S standards to be legally met by organisations, heightened uncertainty of technological and natural disasters events, increased demand for information relating to global events and increased awareness of rescue operations and their important role in society.

Technological considerations include databases, the potential to predict future disasters, e-commerce business transaction and information exchange forums and the increase in real-time communication.

The events signify a current trend in which individuals are more aware of the global environment including global climate change and wish to either help reduce the threat or escape it.

It is the intention of the GSC to capitalise on all of the above considerations. The GSC plans to provide an inviting, educational and informative environment to attract the general public and personnel associated with the

emergency services and emergency management industries. Professional marketing strategies will encourage the growth of the customer base and financial returns for the business, providing an adequate springboard for the future endeavours of the company.

APPENDICES

Scholarship Recipients

Year	Recipient	School	Award
2013 - 2014	Major Jeffry Michael Bird	Royal Roads University	DRII Lacy Suiter Emergency Management Scholarship
	Billy John Kinley, II	Upper Iowa University	IAEM Scholarship
2012 - 2013	Bethanie Brooks	Western Illinois University	EIIP Scholarship
	Marcelyn Cianfarani	Royal Roads University	Command Sergeant Major L. Ken Fisher Emergency Management Scholarship
	Nathan Greene	Adelphi University	DRII Lacy Suiter Emergency Management Scholarship
	Ziqiang Han	University of Delaware	EIIP Scholarship
2011 - 2012	Hsien-Ho (Ray) Chang	University of Delaware	EIIP Scholarship
	Amy LePore Crabill (CEM)	University of Delaware	EIIP Scholarship
	James Menke	North Dakota State University	Command Sergeant Major L. Ken Fisher Emergency Management Scholarship
	Duo Wang	Arkansas Tech University	DRII Lacy Suiter Emergency Management Scholarship
2010 - 2011	Christopher A. Gaylord	California State University, Long Beach	IAEM Scholarship
	Matthew R. Hart	Massachusetts Maritime Academy	DRII Lacy Suiter Emergency Management Scholarship
	Brendan Manning	Loma Linda University	Command Sergeant Major L. Ken Fisher Emergency Management Scholarship
2009 - 2010	Lisa Cockerill	Royal Roads University	IAEM Scholarship
	Pamela Fikes	Jacksonville State University	DRII Lacy Suiter Emergency Management Scholarship
	Lawrence St. George	Long Island University	Command Sergeant Major L. Ken Fisher Emergency Management Scholarship
2008 - 2009	Willam T. Halstead, Jr.	Jacksonville State University	DRII Lacy Suiter Emergency Management Scholarship
	Kevin Misenheimer	The George Washington University	IAEM Scholarship
	Bryan Edwin Sali	Northern Alberta Institute of Technology	Command Sergeant Major L. Ken Fisher Emergency Management Scholarship
	Jeffrey D. Stern, CEM	Virginia Polytech and State University	IAEM Scholarship
2007 - 2008	Tonya Lynn Roberts	Arkansas Tech University	DRII Lacy Suiter Emergency Management Scholarship
	Russell Saffell	Upper Iowa University	IAEM Scholarship
2006 - 2007	Erin Edmundson	Dalhousie University	IAEM Scholarship
	William Colt Hagmaier	Anna Maria College	DRII Lacy Suiter Emergency Management Scholarship
	Terrance Lofgreen	Clover Park Technical College	DRII Lacy Suiter Emergency Management Scholarship
2005 - 2006	Sudha Arlikatti	Texas A&M University	DRII Lacy Suiter Emergency Management Scholarship

	Tammie Fenise Bell	Touro University	DRII Lacy Suiter Emergency Management Scholarship
	Kailash Gupta	North Dakota State University	IAEM Scholarship
	William E. Herskowitz	Millersville Univeristy	IAEM Scholarship
	Mark Kozak	University of Akron	DRII Lacy Suiter Emergency Management Scholarship
2004 - 2005	Carol Cwiak	North Dakota State University	IAEM Scholarship
	Tonya Hunter	University of North Texas	DRII Lacy Suiter Emergency Management Scholarship
	Kade Kotheimer	University of Akron	DRII Lacy Suiter Emergency Management Scholarship
	Nicole Vaught	State University of New York at Stony Brook	IAEM Scholarship
2003 - 2004	Wendy Monk	University of North Texas	IAEM Scholarship
	Thomas Poulin	Old Dominion University	DRII Lacy Suiter Emergency Management Scholarship
	Brian Richey	University of North Texas	IAEM Scholarship
2002 - 2003	Timothy "Scott" Eller	University of North Texas	IAEM Scholarship
	Chien-Chih Lin	The George Washington University	IAEM Scholarship
	Joel A. Smith	Arkansas Tech University	IAEM Scholarship
	Jason "Shane" Townsend	Virginia Commonwealth University	DRII Lacy Suiter Emergency Management Scholarship
2001 - 2002	Jamie Moore	University of North Texas	2001 IAEM Durgin Scholarship (Provided through a dedicated donation from Bob Durgin)

Honour Roll - GSC Executives

	President	Vice President	Secretary	Treasurer
2013 - 2014	Matthew Ellis	Mike Kelley	Lourinda Willey	Judith Weshinsky-Price
2012 - 2013	Jennifer Duke-Holmes	VACANT	Jody Hodge	Peter Schalk
2011 - 2012	Shannan Saunders		Jody Hodge	Eric Sawyer
2010 - 2011	Nancy J. Harris	Shannan Saunders		Eric Sawyer
2009 - 2010	Nancy J. Harris	Amy Stephenson	Andrea Roberts	Matt Feryan
2008 - 2009	Brian Silva	Amy Stephenson		
2007 - 2008	Brian Silva	Daniel Hahn	Andrew Jarvi	Patrick Hardy
2006 - 2007				
2005 - 2006				

If you have any information gaps in the timelines please forward information to the GSC.

Honour Roll - GSC Region Representatives

	Canada President	Canada Rep	USA President	Oceania President	Europa (Co-Rep)	Europa (Co-Rep)
2013 - 2014	Eric Gloutnez	Edward Ip.	Jason Block	Matthew Ellis		
2012 - 2013	Marcilyn Cianfarani		Mike Kelley	Matthew Ellis		
2011 - 2012				VACANT		
2010 - 2011				VACANT		
2009 - 2010	Shannan Saunders	VACANT		Amy Stephenson	Michelle Whitlock	Ralf Beerens
2008 - 2009	Tanya Mullally			Amy Stephenson	Patrick Hardy	
2007 - 2008						
2006 - 2007						
2005 - 2006						

If you have any information gaps in the timelines please forward information to the GSC.

Online Resources

Additional online resources available at:

IAEM Website -> Student Tab -> Council Resources

Web address:

<http://www.iaem.com/page.cfm?p=council/student/resources&lvl=2>

- Global Student Council - Terms of Reference
- Special Projects Committee – Terms of Reference
- GSC Board Minutes
- 2010 Emergency Management Student Survey Results
- 2010 Emergency Management Student Survey Presentation
- Chapter-in-a-box resources
- Organisation 'Letter of Introduction'

Student Universities

Adelphi University
Adler School
Alabama Agricultural & Mechanical University
Algonquin College
American Military University
America Bangladesh University
American Public University
Anderson University
Andrews University
Anna Maria College
Arkansas State University
Arkansas Technical University
Athabasca University
ATU
Ball State University
Barry University
Baton Rouge Community College
Bergische Universität Wuppertal
Boston University
Brandon University
Brigham Young University
Caella University
California State University Dominguez Hills
California State University, Long Beach
California University of Pennsylvania
Cape Breton University
Capella University
Carleton University
Central Georgia Technical College
Central Michigan University
Chabot
Charles Sturt University, NSW, Australia
Chicago School of Professional Psychology
Clackamas Community College
Clemson University
Cleveland State University
CMSU and GWU
Coastal Carolina University
Coastline Community College
College of Southern Nevada
Colorado Technical University
Columbia Southern University
Columbia University, Teachers College
Community College of Rhode Island
Coventry University
CSULB
CUNY John Jay
Delaware county community college
DeVry University
DISS Qatar
Drexel University
Dublin City University
Eastern Kentucky University
Eastern Mennonite University
Eastern Michigan University
Eastern New Mexico University
Edmonds Community College
Embry-Riddle Aeronautical University
Empire State University of New York
EUROINNOVA FORMACION
Everest University
Fairleigh Dickinson University
Flathead Valley Community College
Florida State University
Forsyth Technical Community College
Frederick Community College
George Brown College
George Mason University
George Washington University
Georgetown University
Georgia State University
Grand Canyon University
Granite State College
Grantham University
Harper College
Harvard University
Hawaii Pacific University
Long Island University
Homeland security online & Illinois emergency management
Howard University
Idaho State University
Indiana University Purdue University - Indianapolis
Indiana University of Pennsylvania
Ivy Tech Community College
Jackson State University
Jacksonville State University
Jacksonville State University Alabama

Jefferson County Emergency
 Management Agency
 John Jay College
 John Jay College City University of New
 York
 John Jay College/CUNY
 John Jay School of Criminal Justice
 Johns Hopkins University
 Justice Institute of British Columbia,
 Royal Roads University
 Kagawa University
 Kaplan University
 King Abdulaziz University
 Kumamoto University
 L.I.U.
 Lakeland Community College
 London School of Hygiene & Tropical
 Medicine
 Lone Star College
 Long Island University at Riverhead
 Louisiana State University
 Madison EMS / Philadelphia University
 Massachusetts Maritime Academy
 Massey University
 MCNY
 Mercyhurst College
 Metropolitan College of New York
 Metropolitan State University
 Millersville University of Pennsylvania
 Monmouth University
 Montgomery College
 Nagasaki University
 National Chiayi University
 National Labor College
 National University
 Naval postgraduate school
 Naval War College
 Navarro College
 New Jersey City University
 New York Medical College
 North Central University
 North Central University and Trident
 University International
 North Dakota State University
 Northcentral University
 Northern Arizona University
 Northern Illinois University
 Northern Virginia Community College
 Nova Southeastern University College of
 Osteopathic Medicine
 NSU
 Ohio Christian University
 Oklahoma City Community College
 Oklahoma State University
 Ontario Emergency Management
 Owens Community College
 Park University
 Pennsylvania State University
 Pepperdine University
 Philadelphia University
 Pierce College
 Portland Community College
 Portland State University
 Quinnipiac University School of Law
 Regis University
 Robert Morris University
 Royal Roads University
 Ryerson University
 Saint Louis University
 Sam Houston State University
 San Diego State University
 San Jose State University
 Savannah State University
 Sheridan College
 Siena Heights University
 Sierra College
 Simon Fraser University/JIBC
 Southern New Hampshire University
 St Louis University
 St Petersburg College
 St. Louis University
 St. Petersburg College
 State University of New York at Canton
 State University of New York
 Plattsburgh
 State University of New York, Empire
 State College
 SUNY Canton
 SUNY Empire State College
 Syracuse University
 Texas A&M University
 Texas Instruments
 The Art Institute of York - Pennsylvania
 The Bush School at Texas A&M
 University
 The Evergreen State College
 The Florida State University
 The George Washington University
 The Pennsylvania State University
 The University of Akron
 The University of Chicago

The University of South Florida - Dept.
 of Public Health
 The University of TN at Chattanooga
 Thomas Edison State College
 Towson University
 Trevecca Nazarene University
 Trident University
 Triton Community College
 Troy University
 Tufts University
 TUI University
 Tulane University
 UBC
 UC Berkeley Extension - San Francisco
 UCLA, Center for Prehospital Care
 UMUC
 UNCC
 Universidad Antonio Jose Camacho
 University Nevada Las Vegas
 University of Akron
 University of Alaska - Anchorage
 University of Alaska - Fairbanks
 University of Bonn, Germany
 University of Bristol
 University of Central Florida
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 University of Delaware
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 University of Houston
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 Communication & Information
 University of La Verne
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 University of Maryland-Baltimore
 County
 University of Miami
 University of Michigan
 University of Nebraska at Omaha
 University of Nevada, Las Vegas
 University of Nevada, Reno
 University of New Haven
 University of North Alabama
 University of North Carolina at Chapel
 Hill
 University of North Carolina at
 Pembroke
 University of North Carolina at
 Wilmington
 University of North Carolina Charlotte
 University of North Florida
 University of North Texas
 University of Oregon
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 University of Southern Mississippi
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 University of Texas Health Sciences
 Center at Houston
 University of Texas, San Antonio
 University of the District of Columbia
 University of Utah
 University of Victoria
 University of Washington
 Upper Iowa University
 USAF Air Command & Staff College
 Utah Valley University
 Valdosta State University
 Victoria University of Wellington
 Virginia Commonwealth University
 Virginia Tech
 Walden University
 Washington College
 West Texas A&M University
 West Valley College
 Western Carolina University
 Western Illinois University
 Western Washington University
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 Wright State University
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