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Dear National Fire Academy Student:

The faculty and staff of the U.S. Fire Administration's National Fire Academy are pleased that you have been accepted into the *Executive Leadership* course. This course is designed for executive level administrators and officers, focusing on the skills and attributes of leadership at the executive level.

The curriculum provides a holistic examination of executive effectiveness, including the formation of a "Personal Self-Assessment Plan," which seeks to establish personal goals within personal, professional, community, and family life areas. Content areas include executive leadership development, decision skills, managing multiple roles, life's transitions, succession planning, using feedback, influencing, persuasion, and storytelling. Much of the methodology for the course is a balance of self and observer feedback (instrumentation) and case study analysis.

Please note the following precourse requirements:

As a student in the *Executive Leadership* course, you will be required to participate in a 360° Multi-Rater Assessment process through NFA's Online Distance Learning Web site. You must be or become a registered user of NFAOnline at www.nfaonline.dhs.gov at least eight weeks prior to your class attendance to be assigned and access the assessment instruments. Please see the immediately following letter from Charles Burkell for more information.

If you move or change jobs during the year, please write to Admissions with your new mailing address, email address, and other pertinent information. Both Admissions and the Academy need this information. A telephone call with your new address is not sufficient.

In making plans for your stay at the National Fire Academy, please be aware of the fact that this course will require a great deal of reading. In terms of making plans for your weekend, it is important that you leave sufficient time for class preparation. (NOTE: On some interim Saturdays, the National Fallen Firefighter Foundation may be offering their course "*Taking Care Of Our Own.*" If you are invited to participate in this 6-hour program, time will be available to do so.)

Those individuals who are enrolled within the Executive Fire Officer Program are responsible for completing an Applied Research Project as a post-course activity to fully satisfy the requirements of the program.

End-of-class graduation ceremonies are an important part of the course and you are expected to attend. Please do not make any travel arrangements to leave campus until after you and your classmates graduate.

Increasing numbers of students and instructors are bringing laptop computers to campus. You alone are responsible for the security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There is a limited number of 120 Volt AC outlets in the classrooms. A Student Computer Lab is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows XP and Office 2003 as the software standards.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Chuck Burkell, Executive Development Curriculum Training Specialist at (301) 447-1072 or email Chuck.Burkell@dhs.gov

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal". The signature is written in a cursive style with a large initial "D".

Dr. Denis Onieal, Superintendent
National Fire Academy
U.S. Fire Administration



Dear *Executive Leadership* Participant:

Welcome! An exciting opportunity awaits you at the U.S. Fire Administration's National Fire Academy (NFA) during your attendance in the *Executive Leadership* course, the concluding course in the Executive Fire Officer Program. This course has been developed for fire service and management professionals who are outstanding in their field and who have brought a broad range of theoretical and practical experience into the course.

Your two weeks at the NFA will be busy and challenging. Please plan to spend study time during the interim weekend.

In order to properly prepare for the *Executive Leadership* course, it is necessary to ask you to complete several tasks in advance. Please read the following instructions carefully:

1. **360° Multi-Rater Assessment Instruments (immediate action required):** Attendance in the *Executive Leadership* course requires participation in a 360° Multi-Rater Assessment process through NFA's Online Distance Learning Web site. The 360° Multi-Rater Assessment process consists of two assessment instruments; the Adaptive Leadership Instrument and the Executive Leadership Assessment. In order to access the assessment instruments, you must be or become a registered student in NFAOnline at www.nfaonline.dhs.gov at least eight weeks prior to your class attendance.
 - Once you become a registered user in NFAOnline, a system administrator will assign the assessment instruments to you and you will receive a system generated email from NFAOnlinehelp@dhs.gov with further instructions and a job aid. If you are not a registered user of NFAOnline, the assessments cannot be assigned to you and you will not receive referenced email notification.
 - Both of the assessment instruments are multi-rater in nature. This means that each instrument has a "self" component (you will complete this part for each instrument) and an observer component. You will identify and ask eight observers (up to 16 different people) to complete each of the assessment instruments. As a result, the feedback report you receive during class will contain both self and observer rating information. The system is designed to protect the identity of your observers; please convey this fact to your observers when you ask them to participate.

The government has invested considerable resources in the 360° Multi-Rater Assessment process. We believe each of the assessments will provide you with valuable feedback during your course of instruction.

- Failure to complete and submit the self-assessment component for both of the instruments by the stated due date will remove your eligibility to attend this *Executive Leadership* course offering.

- Likewise, failure for your observers to complete and submit their components for both of the instruments by the stated due date will remove your eligibility to attend this *Executive Leadership* course offering.

These assessments will need your immediate attention. Both you and your observers must complete the assessments at least two weeks prior to your course start date. For questions concerning the assessment instruments, contact Roxane Strayer at roxane.strayer@dhs.gov or (301) 447-1642.

2. You will receive a collection of readings with study questions. It is essential that you carefully read these documents before traveling to Emmitsburg. Please bring this manual with you. Written assignments will be required on these readings during the course; therefore, it is imperative that you read these in advance.
3. One of the texts that will be used in the course is entitled “Winning Em’ Over” authored by Jay Conger (ISBN 0-7432-3034-5). While reading copies will be available to EL course participants, they must be returned at the end of the course. If you desire to obtain your own copy (this is recommended, particularly to read in advance of the course), you may order or purchase it at a local bookstore. A recent check revealed that BarnesandNoble.com listed the book at \$15.95 (2-3 days shipping), with Amazon.com advertising the book at \$14.67 (5-7 days shipping). If you do elect to purchase the book, please bring it with you.
4. This course contains a 1-day field trip to the Gettysburg National Military Park. Please bring the appropriate clothing and footwear, depending on the weather (time of year). To prepare you for this experience, please purchase and read in advance the book “The Killer Angels” by Michael Shaara (ISBN-13: 9780345348104). This book is available in paperback at both BarnesandNoble.com and Amazon.com for approximately \$7 plus shipping.
5. Since this is the final Executive Fire Officer Program course, we are requesting that you bring with you and wear either your Class A Uniform (preferred) or a business suit for the graduation ceremony.

We look forward to your arrival and to the expectation that *Executive Leadership* will provide you with an excellent opportunity for professional growth and development. Should you have any questions regarding these instructions, please call me at (301) 447-1072.

Sincerely,



Charles J. Burkell
Training Specialist
Leadership and Fire Risk Reduction Section
National Fire Academy