



**FEMA**

R125

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:

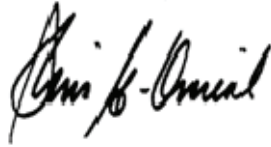
- You will receive in the mail (4-6 weeks prior to your scheduled course date) two multi-rater assessment instruments. These assessments will need your immediate attention, and it will be necessary for you and your observers to return the completed assessments within 2 weeks after receiving. Please contact us if you do not receive the assessment instrument instructions. **The assessment instruments are an integral part of the course and a requirement for attendance.**
- **If you move or change jobs during the year, please write to Admissions with your new 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.

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 standard.

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](mailto: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 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 National Fire Academy will be busy and challenging, 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:

1. You will receive in the mail (4-6 weeks prior to your scheduled course date) two multi-rater assessment instruments. These assessments will need your immediate attention, and it will be necessary for you and your observers to return the completed assessments within 2 weeks after receiving. Please contact us if you do not receive the assessment instrument instructions. **The assessment instruments are an integral part of the course and a requirement for attendance.**
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 following book: "*The Killer Angels*" by Michael Shaara. ISBN-13: 9780345348104. This book is available in paperback at both Barnes & Noble and Amazon for approximately \$7.00 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,

A handwritten signature in black ink, reading "Charles J. Burkell". The signature is written in a cursive style with a large, prominent initial "C".

Charles J. Burkell  
Training Specialist  
National Fire Programs Division  
Fire Prevention & Leadership Development Branch