



Dear National Fire Academy Student:

Congratulations on your acceptance into the U.S. Fire Administration's National Fire Academy's (NFA's) *Executive Planning* (R506) course. This course is designed to meet the needs of fire chiefs and senior department staff. It promotes planning for systematic organizational performance in the learning organization.

During the course, you will explore modules that include Leadership, Strategic Planning, Project Management, Analysis, Implementation and Evaluation. These modules prepare the manager of a department to make decisions regarding the department's future, project team selection, guides to successful implementation, and project evaluation. To explore these issues, you will go beyond analysis and design to involve important dimensions of facilitation, teamwork and the modeling of an organization's commitment to problem solving.

In order for the course to be meaningful, you need to do the following four things before coming to Emmitsburg; the fifth element is optional:

- 1) Read the following book: *Applied Strategic Planning: An Introduction*, (ISBN-13: 978-0-7879-8852-4), T. Noland, L. Goodstein, J. Goodstein, J.W. Pfeiffer; 2nd edition, McGraw-Hill, Inc.
- 2) Read the following book: *The Five Dysfunctions of a Team: A Leadership Fable*, (ISBN-0787960756), P. Lencioni, Jossey-Bass; A. Wiley Co.
- 3) Bring 10 photographs (paper copy or digital format) picturing particular sites within your community that you believe should or will be changed in the future. Please select five sites that you feel positive about and five you have concerns or negative feelings about. As examples, you may select pictures of well-designed parks, changing neighborhoods or business centers, blighted areas, hazardous sites, or poorly designed neighborhoods.
- 4) Complete the MS Project® Tutorial. To access the tutorial, please click on the following link: [www.usfa.fema.gov/ax/staff/heilig/r506/index.shtm](http://www.usfa.fema.gov/ax/staff/heilig/r506/index.shtm) Or, copy and paste the link into your browser's address window.
- 5) Students may also bring information about a "**Wow Factor**" that their departments have been involved in. According to the Usability Glossary, A "Wow Factor" is the degree to which the first impression of something makes a person say, "Wow!" It has elements that create motivation and interest in others.

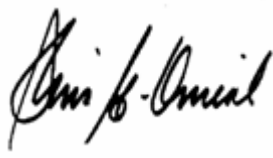
It is important to note that this is a 2-week class, and the first day of class will begin on Monday at approximately 8 a.m. Subsequent classes will meet daily from 8 a.m. to 5 p.m. with graduation occurring on the second Friday at 8 a.m. Evening classes may be required.

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 2007 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Ms. Colleen Heilig, Planning and Information Management Training Specialist at (301) 447-1613 or email at [Colleen.Heilig@fema.dhs.gov](mailto:Colleen.Heilig@fema.dhs.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal", enclosed in a thin black rectangular border.

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