

EFO Applicant Contract

All EFO Applicants are expected to thoroughly review the current EFO Handbook [National Fire Academy Executive Fire Officer Program \(fema.gov\)](#) and the expectations itemized below.

All Applicants must acknowledge that they have read and understand this contract by uploading a signed copy of this form at the time of application.

Academic and Professional Commitment

- Work hard and accept responsibility for one's own learning.
While the EFO curriculum is specifically designed to impart necessary learning objectives, perspectives, and skills to Executive Fire Officers, it is crucial that students are proactive in their own learning process. For example, thorough reading of each course syllabus, student manual, grading rubrics, etc. prior to class are an essential part of making the most of each learning opportunity. Each class will have its own unique experience, dependent upon the instructors and composition of the class's experience and education; therefore, students are encouraged to be engaged in course content, question content and ideas, and reference course materials and required reading/videos throughout their EFO experience.
- Develop a reasonable plan to accomplish pre-coursework and classwork.
Students are expected to review pre-course materials as soon as they are received and to plan adequate time to complete assignments by specified due dates. As adult learners with a multitude of personal and professional responsibilities, students are expected to complete assignments as soon as possible to ensure that unexpected obligations do not create barriers for success.
- Use multiple methods of studying to learn the material.
Students are expected to identify and embrace potential weaknesses in their own experiences or educational backgrounds by supplementing required EFO assignments with outside learning resources.
- Ask for help when needed!
Students who receive negative feedback on assignments are expected to ask for additional help when needed. If instructors or NFA staff are unable to provide direct assistance, they will attempt to suggest supplemental resources. It is the responsibility of each student to ensure they are keeping up with coursework and writing skills to meet the expectations described in each assignment and course.
- Become familiar with the resources available in your community. In addition to resources available through the NFA Learning Resource Center (LRC) students are expected to research additional resources available online, through local colleges and universities, public libraries, etc.
- Students are expected to purchase and read the textbooks required for the curriculum which include, but may not be limited to:
 - Creswell, J. W., & Creswell, J. D. (2018). *Research Design Quantitatively Mixed Methods Approaches* (5th ed). SAGE Publications
 - Heifetz, R., Grashow A., & Linsky, M., (2009). *The Practice of Adaptive Leadership: Tools for Changing your Organization and the World*. Harvard Business Review Press.
 - Heifetz, R., & Linsky, M., (2017). *Leadership on The Line: Staying Alive Through the Dangers of Leading*. Harvard Business Review Press.
 - Northhouse, P.G. (2021). *Leadership Theory and Practice* (9th ed.) SAGE Publications
 - *Publication Manual of the American Psychological Association, Seventh Edition* (2020).
- Utilize a laptop, tablet or similar portable computing device to complete assignments on and off campus. A hardbound journal will be provided to students during the first, R5201 course. Students are expected to journal throughout the EFO Program experience and may journal

electronically depending on their own learning and development preferences. When in class, students are expected to limit device use to the student manual, activity completion or research, journaling, and the completion of assignments only.

- Apply basic writing skills for ALL course assignments to include, but not limited to:
 - Organization. Logical, coherent sequence of paragraphs demonstrating clear analytical development; fluid transitions between ideas, sum up main ideas and identify larger implications or places ideas in broader context.
 - Style. Consistently uses correct spelling, punctuation, voice and grammar. Uses thoughtful, clear word choice throughout.
 - APA style as directed within each course/assignment.
- Apply research capstone writing requirements as outlined at [Capstone Research Guidelines 2021 \(fema.gov\)](#) and discussed in M5104.
- Become familiar with the resources available through the national Emergency Training Center Library. [National Emergency Training Center Library \(fema.gov\)](#)
- Abide by NFA behaviors of conduct, stated or implied, at all times on or off campus. [National Fire Academy Student Rules \(fema.gov\)](#)
[Firefighter Code of Ethics \(iafc.org\)](#)
[Welcome Package \(fema.gov\)](#)
- Answer all program communications or inquiries in a timely manner.

The EFO Program requires an overall score of 80% to pass each class. Students who do not receive a passing grade will must retake the course. Please see the EFO Handbook for additional details.

Based on course scheduling and student availability, the EFO Program is designed to be completed within a minimum of two and a maximum of four years.

Signature

Date