I. FSM Mission Statement: The Fire and Homeland Security program will be designed to meet the needs of the fire service professional. The increased demand for a highly educated professional fuels the demand for this program not only from current and former students but also the industry itself. The International Association of Fire Chiefs (IAFC) has developed a Chief Officer Designation (CFOD) and professional model matrix. These two programs along with a higher demand for fire personnel to have a master’s degree to hold the fire chief’s position make this program in high demand among the fire service. Currently there are only 7 programs in the country that afford fire personnel this opportunity. This academic setting of this program will foster creative thinking and communication skills in our pursuit of excellence.

II. Course Description: An in-depth examination of strategic planning, this course examines and defines the theory, value, concepts, and steps of comprehensive strategic planning in fire, homeland security and emergency management. Students will evaluate currently utilized strategic plans and examine the step by step process of developing a strategic plan. Areas of focus will include (a) the value of strategic planning, (b) the impact of requirements of the National Incident Management System (NIMS), National Fire Protection Association (NFPA) standards, and other factors on strategic planning, (c) the necessity and impact of strategic management (including competent decision making) on development and implementation of strategic plans, (d) important factors impacting the effective implementation of strategy (I.E. organizational structure, the organizational leadership, and organizational culture, (e) establishing strategic controls to manage strategy), (f) continuous improvement as a component of or result of strategic planning.

III. Prerequisite: None

IV. Text, Reference Material, and Supplies:

Required text and references:

V. Primary Course Outcomes/Objectives Will Include:

Outcome #1:

**Cognitive Objective:** Demonstrate an understanding of the importance/necessity of strategic planning for creating public value.

A. Identify and describe the role of strategic planning in helping an organization begin to think, act, and manage strategically leading to enhanced effectiveness
B. Identify and describe the role of strategic planning in helping an organization and its members fulfill their roles and responsibilities
C. Identify and describe the role of strategic planning in helping an organization deal with change
D. Identify and describe the role of strategic planning in helping an organization create and achieve its vision of the perfect future
E. Identify and describe the role of strategic planning in improved organizational decision making
F. Identify and describe the role of strategic planning in helping an organization take the broader environment into account and partner with other organizations to jointly create better environments

Outcome #2:

**Cognitive Objective:** Demonstrate an understanding of the concept of strategic management and of its importance to strategic planning.

A. Articulate the relationship of strategic planning to strategic management.
B. Identify and describe characteristics and or dimensions of strategic management
C. Identify and describe quality issues of strategic management
D. Identify and describe the benefits and risks of strategic management
E. Identify, define, and discuss important decision making concepts
F. Identify, define, and discuss the steps of an effective decision making procedure
Outcome #3:

**Cognitive Objective:** Demonstrate understanding of the impact of the requirements of the Commission on Fire Accreditation International (CFAI), the National Incident Management System (NIMS), National Fire Protection Association Standards (NFPA), and similar factors on strategic planning for fire, homeland security, and emergency services.

A. Identify and explain the purpose of the Center for Public Safety Excellence (CPSE) and the CFAI.
B. Identify and explain the impact or role of planning in the CFAI fire service accreditation process
C. Identify and describe how to use the CFAI self assessment process to assist in development of a strategic plan
D. Identify and describe the basic requirements of the NIMS and how they might impact strategic planning efforts of fire, homeland security, and emergency management agencies
E. Identify and describe how various NFPA standards might impact the strategic planning process

Outcome #4:

**Cognitive Objective:** Demonstrate knowledge of and the ability to apply a strategic planning model for developing strategic plans for fire, homeland security, and emergency services agencies.

A. Identify and describe all steps of an appropriate strategic planning model
B. Identify and describe the benefits and drawbacks of alternative methods of developing a strategic plan i.e. speed planning vs. the step-by-step incremental planning process.
C. Identify and describe the benefits of the recognition and articulation of personal and organizational values to the strategic planning process.
D. Identify and describe the functions of an organizational mission statement and the process for developing an effective mission statement
E. Demonstrate the ability to identify and frame/outline strategic issues of an organization

Outcome #5:

**Cognitive Objective:** Demonstrate a recognition of and understanding of factors impacting the effective implementation of strategic plans and strategy.

A. Identify and describe important aspects to consider when developing operational plans to implement strategy
B. Identify and describe the critical steps to take when developing effective goals, objectives and action plans
C. Identify and describe critical steps/actions to take when implementing action plans
D. Identify and describe the purpose of contingency plans and demonstrate understanding of when and why contingency plans might be implemented

Outcome #6:

Cognitive Objective: Demonstrate the ability to organize/integrate various plans into a planning system.

A. Describe the relationship of strategic planning and the strategic plan to other types of plans and planning.
B. Identify and describe various types of plans and planning processes i.e. master plans, action plans; short, medium and long-range plans; capital improvement plans, budgets
C. Prepare a sample organizational planning calendar, identifying various types of planning cycles that will need to be integrated into such a calendar.

Method of Instruction:

Lecture, case analysis, facilitator and student led discussion, practical application by students to include group projects

V. TOPICAL OUTLINE

1. The Role of Strategic Planning in Fire, Homeland Security, and Emergency Management
   a. Strategic planning and thinking, acting and managing strategically
   b. Strategic planning and helping you and your organization create the value expected
   c. The influence of strategic planning on organizational change
   d. The impact and influence of strategic planning on organizational decision making
   e. Strategic planning and interagency cooperation

2. Strategic Management and Strategic planning
   a. Strategic management an overview
   b. Concepts of decision making
   c. Effective decision making procedures
   d. The relationship of strategic management and strategic planning

3. CFAI, NIMS, NFPA and ??? What are all these letters and what do they mean to me as a fire, homeland security, or emergency management planner?
a. Introduction to the Center for Public Safety Excellence and the Commission on Fire Accreditation International
b. The Commission on Fire Accreditation International assessment process and strategic planning
c. The National Incident Management System and its potential to impact strategic planning in the emergency services
d. A look at some National Fire Protection Association standards that may impact your strategic plan.

4. Strategic Planning Basics
   a. Examination of strategic planning models suitable for public/nonprofit agencies
   b. Selecting the strategic planning method and model that’s right for your organization
   c. Critical components of strategic planning; recognizing and articulating personal and organizational values, developing & recognizing your organizational mission, identifying truly strategic issues, developing and implementing effective action plans

5. Factors that can impact the effectiveness of strategic plan implementation
   a. Evaluation/discussion of various important aspects to consider when developing operational plans to implement strategy
   b. Evaluation/discussion of the critical steps to take when developing effective goals, objectives and action plans
   c. Evaluation/discussion of the critical steps/actions to take when implementing action plans
   d. Discussion of the purpose of contingency plans also how, when, and why contingency plans might be implemented

6. Demonstrate the ability to organize/integrate various plans into a planning system
   a. An examination of the relationship of strategic planning and the strategic plan to other types of plans and planning.
   b. Concise study of various types of plans and planning processes i.e. master plans, action plans; short, medium and long-range plans; capital improvement plans, budgets including their relationship to one another and strategic planning
   c. Presentation and review of a sample organizational planning calendar, to include various types of planning cycles that will need to be integrated into such a calendar.