



**Program Portfolio
Fire Services Administration
2010-2011**

Description of Program

Eastern Oregon University's (EOU) Fire Service Administration (FSA) Program is designed to meet Oregon Department of Public Safety Standards and Training (DPSST) requirements for National Fire Protection Association (NFPA) Fire Officer III (FO III) and IV (FO IV) based upon NFPA 1021, Standard for Fire Officer Professional Qualifications (2009 Edition).
<http://www.nfpa.org/aboutthecodes/AboutTheCodes.asp?DocNum=1021> (requires free account to view)

Pursuant to Oregon Administrative Rule 259-009-0005, the FO III and FO IV classifications are defined as follows:

(41) "NFPA Fire Officer III" means the fire officer, at the managerial/administrative level, who has met the job performance requirements in NFPA Standard 1021. (District chief, assistant chief, division chief, deputy chief rank)

(42) "NFPA Fire Officer IV" means the fire officer, at the administrative level, who has met the job performance requirements in NFPA Standard 1021. (Fire Chief).

Oregon Administrative Rules (OAR) 259-009.000 et seq found at http://arcweb.sos.state.or.us/rules/OARS_200/OAR_259/259_009.html provides authorization for acceptance of higher education courses as equivalent to courses taught by state and federal fire academies provided that the instructor is competent within their area of instruction and the curricula follows nationally accepted standards.

While the FSA program is primarily designed to meet DPSST requirements for the educational component of the certification of Oregon FO III and FO IV officer candidates, the courses offered by EOU's program follow national standards thereby making EOU upper division coursework suitable for submission to state, federal and military public safety certification entities for certification purposes.

The BA/BS degree requirements provide for an upper division major built upon an associate's degree in fire science, fire protection, fire technology or a professional-technical core fire science curriculum available from most Oregon community colleges as well as community colleges throughout the nation and the United States' military. EOU does not offer lower division fire service training. That curriculum has traditionally been the domain of community colleges and fire academies.

The FSA program's "Fire Institute" courses are cooperatively offered by Western Oregon University (WOU) and EOU through a consortium arrangement. WOU is designated as the regional provider of National Fire Academy (NFA) on-site core FSA courses. These core FSA

courses are sponsored by both Universities primarily at Portland Community College in a three-day hybrid format several times per year. Institute courses are occasionally taught at WOU and others may be taught at alternate sites depending upon logistics and a substantial number of students desiring a closer location. All EOU FSA classes required for graduation are offered online twice per year while electives are offered at least once. It is not necessary for any student to attend any of the hybrid format courses to graduate. The hybrid courses are currently required to be offered by the NFA and those taught by EOU faculty are typically well attended.

By agreement, EOU accepts WOU's Fire Institute and Degrees at a Distance Program (DDP) fire service courses as well as credits earned via training at the National Fire Academy as well as other certified training entities and they are applied credit as appropriate within the degree program. However, credits applied from WOU and other outside training entities do not count as EOU residential credit. EOU prior learning credits do count towards residency at EOU.

Oregon fire officers have a legal requirement to complete certain core courses for FO III certification. All Oregon fire officers must successfully complete this series of courses or their equivalent from EOU, WOU, the National Fire Academy, or another institution to apply for FO III certification from DPSST. Currently, those courses supplied by EOU's FSA program are;

- FSA 307 – Emergency Services Delivery
- FSA 309 – Inspection and Investigation
- FSA 311 – Principles of Fire Protection Management
- FSA 313 – Fire Personnel Management
- FSA 315 – Organization for Fire Protection
- FSA 317 – Fiscal Management in Fire Protection
- FSA 319 – Legal Aspects of Fire Protection

A similar scheme is required for Oregon FO IV certification. Those courses are:

- FSA 411 – Management Information Systems
- FSA 415 – Local Government Administration and Community Politics
- FSA 417 – Advanced Fiscal Aspects of Fire Protection
- FSA 419 – Advanced Legal Aspects of Fire Protection
- FSA 421 – Advanced Fire Protection Master Planning
- FSA 423 – Labor Management Relations
- FSA 445 – Organizational Psychology

For purposes of clarity, commentary on application of FSA courses to the majority of FSA students will be restricted to the States of Oregon and Washington. Washington does not currently offer certification above the level of FO II, however, most municipalities in Washington require a bachelor's degree or higher as a condition of employment and/or promotion to the senior officer levels—particularly, the chief officer position. Therefore, while not a legal requirement to become certified at a higher level of academic proficiency as in Oregon and most other states, as a practical matter, a bachelor's degree is required for employment/advancement as a municipal (or fire district) requirement. Thus, the aforementioned 400-level courses are not required for Washington students unless they wish to someday work in Oregon as a senior officer.

Mention of a historical matter is appropriate here. When the FSA program was designed many years ago, DPSST, EOU, WOU, et al decided to designate the FO III required courses with a “300” series line number simply because they applied to FO III (three) certification. When the FO IV designation and required courses were selected, “400” series line numbers were chosen. This appeared to be an elegant solution at the time but has lead to some confusion with what is now considered an appropriate level of academic rigor for 300 and 400 level courses across the curriculum. An effort is underway within the program to align all FSA courses with common academic expectations for 300 and 400 level courses at EOU. Most courses have already achieved this level but some work remains to be done. It is expected that, by the beginning of the 2012-13 academic year, full alignment will be achieved.

Lower division fire education credits commonly transferred to EOU have been evaluated by the registrar’s office for general education application and, with limited exceptions, will transfer to EOU as either general education courses or electives. At the community college level, lower division fire courses are sometimes designated as technical or vocational education courses. The EOU registrar exempts fire courses accepted for credit from EOU’s 12 credit limit for vocational-technical credits.

The FSA program currently has formal articulation agreements with:

- Treasure Valley Community College – Ontario, OR
- Laramie County Community College – Cheyenne, WY
- Central Oregon Community College – Bend, OR
- Edmonds Community College – Lynnwood, WA

Articulation agreements are currently being processed for:

- College of Western Idaho – Nampa, ID
- Olympic College, Bremerton, WA

Program documents may have been misplaced due to physical relocation of FSA offices as well as turnover of personnel. Other agreements are likely to exist and are being listed as formal documents are identified. The FSA program is pursuing formal articulation agreements with all regional community college fire programs although the only requirement for admission to the EOU FSA program is completion of the core lower-level fire courses.

Recent Programmatic Changes

Under the Federal Emergency Management Agency (FEMA), the National Fire Academy’s Fire and Emergency Services Higher Education (FESHE) program was created to design and organize formal education related to all functions of fire and emergency services nationwide. To that end, a series of core and non-core courses with learning objectives and outcomes considered by experts to be critical to modern fire and emergency management were created. EOU is currently transitioning to the FESHE bachelor’s degree model, strengthening our program graduation requirements and broadening our program offerings to meet the needs of fire service professionals throughout Oregon, our region and across the nation.

In order to serve our students who cannot attend an onsite/hybrid course meet FO III and FO IV knowledge requirements as well as strengthening our course offerings, FSA recently added courses such as:

- FSA 350 - Aviation Management in Fire Suppression
- FSA 409 - Practicum
- FSA 410 - Selected Topics
- FSA 411 - Management Information Systems
- FSA 415 - Local Government Administration and Community Politics
- FSA 423 - Labor Management Relations
- FSA 445 - Organizational Psychology
- FSA 460 - Advanced Aviation Management in Fire Suppression

Additional courses are being developed to meet the diverse fire and emergency services specific needs such as Multiculturalism in Emergency Services (as a DPD course), GIS for Emergency Services, Homeland Security and Emergency Management and Advanced Principles in Firefighter Safety and Survival. The FSA program has never had a capstone course per se, therefore, a capstone course developed around the FESHE core course Applications of Fire Research is under development and will be a required course for new students beginning with the 2012 academic year.

A complete review of the current FSA program is currently underway intended to identify academic weaknesses within the program and opportunities for growth by attracting students with a need and/or desire to broaden and deepen their professional knowledge of fire and emergency services management and administration.

There is a demand for additional wildland fire management courses as well as courses in disaster management and emergency medical services administration. Public safety agencies typically have overlapping responsibilities for planning and response; therefore, there is a demonstrated need for the development of additional coursework in related areas including psychosocial dynamics, ethics and leadership. The FSA program is currently exploring offering a wildland fire concentration based upon existing courses as well as an EMS concentration which would require the addition of some courses specific to EMS administration, quality control, and medical/legal/financial a number of fire departments also provide emergency medical services with their unique administration and management requirements.

A minor in Emergency Management (EM) with a possible expansion to a major is also being considered as Portland Community College and Chemeketa Community College have EM associate's programs within their public safety/fire education departments with no four-year university available within the region to serve the students who wish to pursue a bachelor's degree in an area designated by the Department of Labor as a growth area (25%+ by 2025). As the EM programs are closely related to FSA, it is expected that a significant number of FSA students are likely to minor or double-major in EM if the program is offered. Anecdotal evidence of "straw polls" in current FSA courses indicates that this supposition is true.

Efforts are being made to broaden and strengthen the instructor pool by making a policy change whereby no adjunct instructor may teach more than one course required for graduation. An instructor may teach electives in addition to a single required course. This change is needed both to

increase the number of faculty members teaching FSA students and broaden their exposure to highly qualified professionals but also to prevent a repeat of the situation a few years ago when an instructor died and the program had to find qualified faculty to complete a number of courses required for graduation.

How Program serves the Mission of the University and needs of region

The FSA program provides professional management and leadership training for individuals primarily building upon associate degrees in fire science or professional-technical fire science programs. FSA graduates are fire officers with state, federal and military fire departments throughout the region in positions ranging from fire officer candidates to fire chiefs. Many regional departments oversee budgets exceeding several million dollars and an increasing number of municipalities require their senior officers to obtain a bachelor's degree in fire service administration as a condition of employment and promotion. The FSA program is an enrollment-growth area in EOU's online and on-site sectors.

Outcomes Review

I. Program Objectives/Outcomes

Students receiving a BS or BA degree in Fire Service Administration will be able to do the following:

1. **Communication:** Students in the Fire Service Administration Program will demonstrate advanced communication skills using appropriate methodologies and technologies suitable to the multicultural, business and political environment encountered by fire service officers.
2. **Inquiry:** Students in the Fire Service Administration Program will demonstrate an ability to collect, review, assess, critique and apply current fire, EMS and emergency management literature and research.
3. **Critical Thinking:** Students in the Fire Service Administration Program will demonstrate critical thinking and analytical reasoning skills.
4. **Civic Engagement:** Students in the Fire Service Administration Program will demonstrate an ability to incorporate diverse cultural perspectives, and ethical reasoning and action into decision making.
5. **Integrated Learning:** Students in the Fire Service Administration Program will demonstrate the ability to synthesize solutions to problems utilizing business, legal, technical and professional knowledge acquired within the program.

II. Programmatic Assessment: Synthesis and Recommendations

The program objectives/outcomes are supported by the fire service administration curriculum. The following matrix displays the correspondence of teaching and learning opportunities with the intended outcomes of the program. A summary of the courses used for programmatic assessment and the means of assessment are provided below:

1. Communications skills are tested in FSA 313 Fire Personnel Management and FSA 419 Advanced Legal Aspects of Fire Protection using extensive writing assignments (both courses are UWR) covering a range of business, legal, professional, and technical topics. Data is collected, summarized and reported yearly.
2. Inquiry is tested by FSA 315 Organization for Fire Protection and FSA 421 Advanced Fire Protection Master Planning. Both courses emphasize the need to follow current best-

practices via NFPA guidelines, federal, state and municipal law, as well as industry publications and are assessed by practical application scenarios. Data are collected, summarized and reported yearly.

3. Civic Engagement is assessed during FSA 415 Local Government Administration and Community Politics. FSA students are both volunteer and career firefighters and almost exclusively fire officers with deep engagement in their communities. FSA 415 provides students with insight into the operations of governmental entities and students are required to reflect upon civic discourse and demonstrate their understanding of the civil means of managing a community by written expressions of their insights. Data are collected, summarized and reported yearly.
4. Critical Thinking skills will be tested in FSA 490 Capstone. A research project directly related to the fire service, EMS or emergency management will be completed prior to graduation demonstrating the student's ability to identify an issue, gather data, assess their data, draw supportable conclusions, and create an original body of work. Data will be collected, summarized and reported yearly.
5. Integrated Learning is tested by FSA 315 Organization for Fire Protection and FSA 421 Advanced Fire Protection Master Planning. Both courses emphasize the need to follow current best-practices via NFPA guidelines, federal, state and municipal law, as well as industry publications and are assessed by practical application scenarios. Data are collected, summarized and reported yearly.

III. Four Year Assessment Cycle: Fire Service Administration

Year	Outcome to be Assessed
2011-2012 (Fall)	Communication
2012-2013	Inquiry and Integrated Learning
2013-2014	Critical Thinking
2014-2015	Civic Engagement

IV. Curriculum Assessment Plan

Year	Outcome	Course/Milestone Activity	Assignment/Task (done by students)	Assessment Tool (to measure outcomes)	Standards/Levels of Achievement
2011-2012	Communication	FSA 313 FSA 419	Case Analysis Written Report	1-10 Rubric Scoring Rubric	80% proficiency 80% proficiency
2012-2013	Inquiry and Integrated Learning	FSA 315 FSA 421	Written Report Written Report	Scoring Rubric Scoring Rubric	80% proficiency 80% proficiency
2013-2014	Civic Engagement	FSA 415	Written Report	Scoring Rubric	80% proficiency
2014-2015	Critical Thinking	FSA 490	Research Paper	Scoring Rubric	80% proficiency

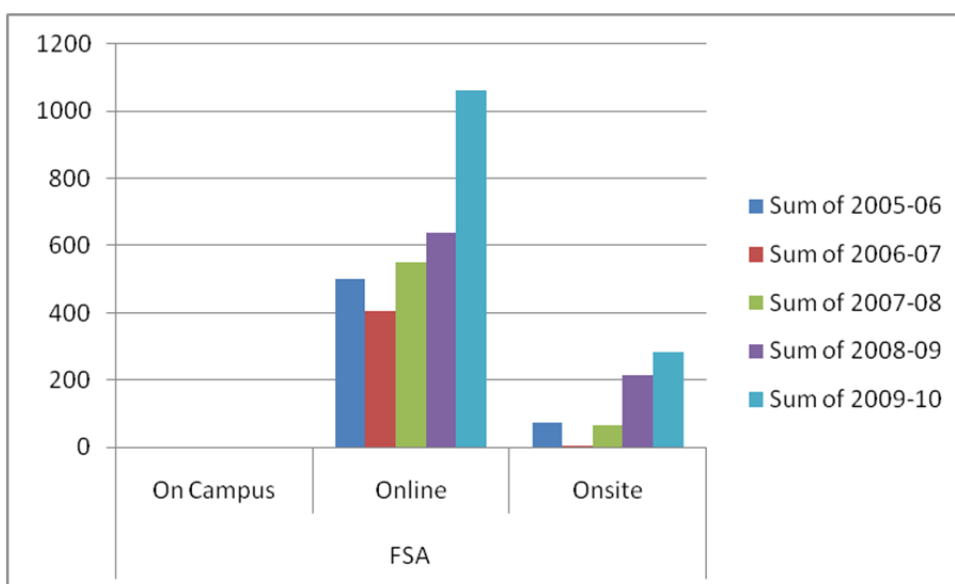
Student Accomplishments

FSA program students are, almost exclusively, mid-level to senior fire officers. These individuals are highly competent, professionally respected and intensely proud of their EOU

FSA degree. They are expected to direct manpower and equipment in a wide variety of specialized and dangerous emergency incidents ranging from structural fires to hazardous materials response to terrorism incidents. Many of our students are chief officers already who are fulfilling personal and professional requirements for their jobs.

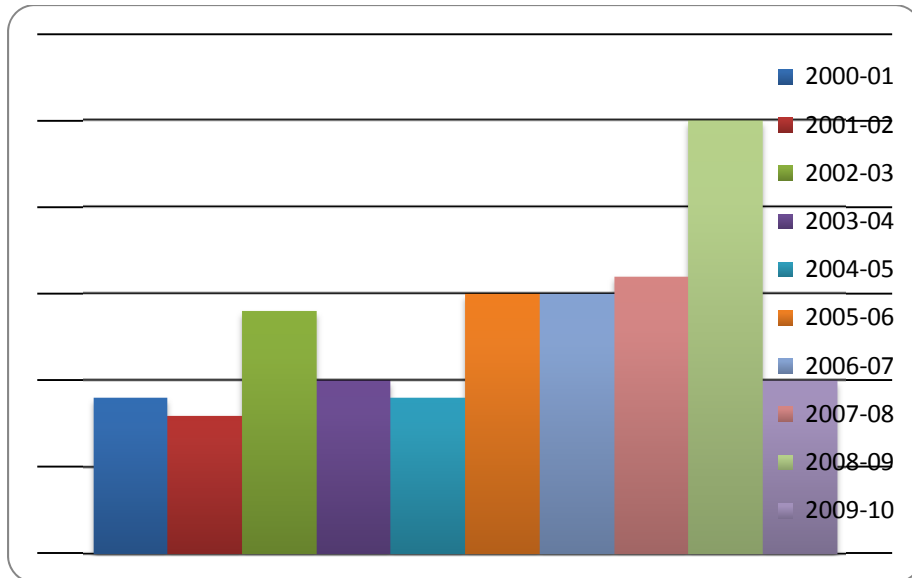
Enrollment Program Performance (SCH by course prefix)

		Data				
Prefix	Campus	2005-06	2006-07	2007-08	2008-09	2009-10
FSA	On	0	0	0	0	0
	Campus					
	Online	501	405	552	639	1062
	Onsite	75	6	66	216	285
FSA Total		576	411	618	855	1347
Grand Total		576	411	618	855	1347



Graduation Rates

	Data									
Bachelors	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
Fire Services Administration	9	8	14	10	9	15	15	16	25	10
Grand Total	9	8	14	10	9	15	15	16	25	10



Commentary on Enrollment and Graduate Trends

The Fire Service Administration program primarily serves students from the states of Oregon and Washington; however, nearly all 50 states (including several military bases) have been represented at some point. Steady growth in enrollment has been achieved with very minimal marketing with the 2008-09 academic year yielding a record graduating class of 25 students.

Enrollment in FSA courses is principally driven by three factors; 1) municipal, state and federal requirements for fire officers with bachelor's degrees as a condition of employment, 2) bonus compensation plans that reward officers for academic degrees, and 3) personal interest in an academic degree as a matter of professionalism and pride in the individual's career. Many in the latter category enroll in a particular course as a non-admitted student for the purpose of meeting a training requirement for promotion or qualification, enjoy the course, and decide to complete the remaining degree requirements.

A comprehensive marketing plan will be completed during the summer of 2011 aimed at capturing a much greater number of FSA bachelor's degree seeking students. There are a very limited number of institutions of higher education offering a BS or BA in Fire Service Administration and many of those are for-profit entities with a poor academic reputation (some particularly singled out by National Fire Academy officials) and with a high cost of matriculation—particularly when compared with EOU! In most locales, anecdotal evidence suggests that students are simply unaware that they can complete a bachelor's degree in fire service administration entirely online at an affordable price. Those students frequently pursue degrees in other areas to meet BS/BA hiring requirements.

It is believed that pursuing articulation agreements with community college fire programs, social media marketing (907,000 people in the US alone with fire or emergency interests are on Facebook) and targeted advertising at trade shows, with major regional fire departments, and within widely read industry magazines could drive a large enrollment increase by increasing

program awareness. It is also believed that transforming the program to a 100% FESHE-compliant bachelor's degree program will confer academic and professional prestige to the program by closely aligning with National Fire Academy higher education standards.

Program and Course Scheduling Requirements

FSA currently has no courses approved for general education credit. Application for general education credit will be made for certain courses at the beginning of the 2100-12 academic year. FSA offers two UWR courses; FSA 313 Fire Personnel Management and FSA 419 Advanced Legal Aspects of Fire Protection. Application for DPD credit will be made for FSA 345 Multiculturalism in Emergency Services.

The following course schedule is designed to meet current major course requirements for students seeking Oregon FO III and FO IV certification. Required courses are taught twice per year online and some are additionally taught in a hybrid format onsite. Electives are generally offered once per year.

Summer

FSA 317	Fiscal Management in Fire Protection	online
FSA 319	Legal Aspects of Fire Protection	online
FSA 423	Labor Management Relations	online

Fall

FSA 307	Emergency Services Delivery	online
FSA 309	Fire Inspection and Investigation	online
FSA 311	Principles of Fire Protection Management	online
FSA 313	Fire Personnel Management	online
FSA 315	Organization for Fire Protection	online
FSA 336	Managerial Issues in Hazardous Materials	online
FSA 415	Local Government Administration and Community Politics	online
FSA 419	Advanced Legal Aspects of Fire Protection	online

Winter

FSA 317	Fiscal Management in Fire Protection	online
FSA 319	Legal Aspects of Fire Protection	online
FSA 411	Management Information Systems	online
FSA 445	Organizational Psychology	online

Spring

FSA 307	Emergency Services Delivery	online
FSA 309	Fire Inspection and Investigation	online

FSA 311	Principles of Fire Protection Management	online
FSA 313	Fire Personnel Management	online
FSA 315	Organization for Fire Protection	online
FSA 417	Advanced Fiscal Management in Fire Protection	online
FSA 419	Advanced Legal Aspects of Fire Protection	online
FSA 421	Advanced Fire Protection Master Planning	online

Staffing

Kevin Walker – Program Coordinator
 Dan O’Grady – Program Advisor (Portland)
 Sandra Rogers – Office Specialist (Portland)
 Les Balsiger – Adjunct Faculty
 Rob Hatton – Adjunct Faculty
 Rob Ball – Adjunct Faculty
 Ed Lindsey – Adjunct Faculty
 Mark Bickham – Adjunct Faculty
 Aaron Olson – Adjunct Faculty
 Sam Phillips – Adjunct Faculty
 Fred Charlton – Adjunct Faculty
 Ed Hartin – Adjunct Faculty
 Martin Seidenfeld – Adjunct Faculty

Faculty Accomplishments

Minimum Staffing Requirements

1) Current assessment of Faculty

Based on the current faculty, the following FTE are available:

Total:

Summary Recommendations/Observations

Administrative Review of Program (DEAN)

Administrative Assessment of program portfolios will consist of three areas of commentary: assessments conducted relating to student learning outcomes; comments on enrollment indicators; program goals and observations. If appropriate other observations will be offered.

1. Assessment of Program Outcomes:

2. Enrollment Indicators:

3. Program Goals and Observations:

Other Observations: