

FIRE Framework — Canonical Reference

The concept

Every leader identifies 3–5 priorities directly tied to the strategic plan. Each week, they have a structured FIRE conversation with their supervisor. The outcome — a status and brief note per priority — feeds a dashboard visible up the chain to the president.

The framework is fractal: it runs at every level of the organization. Items at each level connect upward to the level above, all the way to the strategic plan.




The 3–5 priorities

- Each item must be traceable to a specific strategic plan goal
 - Each item must be significant enough in scale to warrant the leader's attention
 - Leader proposes → supervisor approves → appears in system
 - Reviewed quarterly; items can be added or retired with supervisor approval
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The FIRE conversation (*weekly, with supervisor*)

	Dimension	Core question
F	Fidelity	Are we executing as designed — and if not, is that a deliberate decision or unmanaged drift?
I	Impact	What are we measuring, what's the target, and what does the current trend tell us? If outcomes are lagging, what leading indicator are we watching?
R	Remarks	What's worth your supervisor knowing right now?
E	Extent	Are we doing this work at sufficient scale? How many [students / dollars / etc.] are we actually reaching — and is that volume enough to expect the results we're after?

Status

Status	Trigger
 Green	All FIRE dimensions at or above expectations
 Yellow	Meaningful deviation in one or more dimensions. Work continues but needs attention, a decision, or course correction.
 Red	Progress is materially blocked or at serious risk. Significant focus or intervention required — whether from this leader, peers, or above.

A dashboard that is completely green is not an honest dashboard. If everything is green, we are either not being candid about our challenges, or our priorities are not ambitious enough.

Weekly output

- **Status:** Green / Yellow / Red (per priority)
 - **Brief note:** open text — required for Yellow and Red, optional for Green
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Weekly rhythm

1. Leader and supervisor have the FIRE conversation for each priority
 2. Leader submits status + brief note (individually, per item, as conversations happen)
 3. Supervisor confirms — item publishes to dashboard
 4. Unpublished or unconfirmed items past the check-in window are flagged as stale
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Stale items

If a priority is not updated within its check-in window (default: 7 days):

- Last known status carries forward on the dashboard
 - Item is visually flagged as stale
 - Supervisor is notified
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Dashboard

- Aggregated view by level (supervisor sees their direct reports' items)
- Macro view shows all indicators across the organization
- Drill-down from macro → level → individual item
- Views are configurable; default is full visibility for all