

## Calendar of Events

kkemp@macnlow.com

August 19, 2025  
- November 30, -0001

### **Psychology Behind School Shooters**

#### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*While we all hope that a school shooting incident will not take place in our jurisdiction, sadly, we know that no community is exempt from violence. We must continue to do all we can to be prepared when it does happen. This course provides an intense look at the psychology behind a school shooter with a focus on ways in which a school shooting might be prevented, but ultimately to mitigate injuries and/or loss of life by being prepared and educated should the worst-case scenario take place.*

#### **Performance Objectives**

*Review studies involving school shootings  
Discuss myths about school shootings/shooters  
Define and discuss what constitutes a threat  
Identify the 3 main types of school shooters  
Review 10 school shootings and identify the type of shooters in each incident  
Look at why some become school shooters and others do not  
Learn the Five Stages of an Active Shooter  
Review Crisis Averted – examine instances where a potential school shooter was caught prior to the attack and what led to that intervention  
Examine 5 Tips for Dispatchers during a School Shooting*

*The cost is \$275 per person and the course is SNC approved (MNA2021-2246).*

August 20, 2025  
- November 30, -0001

### **Active Shooter Incidents for Dispatch**

#### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This session of the course will be held in our virtual classroom featuring live instruction and interaction with the instructor and other attendees.*

*Active shooter incidents are dynamic situations that pose many unique challenges for public safety communications. These situations require an enormous response from law enforcement, fire, EMS, various support entities and communication centers. As with any other type of emergency situation, the telecommunicator plays a vital role in the response to an active shoot incident.*

*This course will provide case studies about several high-profile active shooter incidents, the issues and challenges posed by an active shooter incident and what role the telecommunicator plays in mitigating the damage. Upon completion of this course, the participant will be able to:*

*Define an Active Violence Incident (AVI) and its different phases;  
Describe the key issues and challenges of an AVI;  
Define the roles and responsibilities of the telecommunicators in an AVI situation; and,  
Describe how to manage the consequences of an active shooter incident.*

*The cost is \$275 per person and the course is SNC approved (MNA 201808A).*

August 27, 2025  
- November 30, -0001

**Grit & the Value of Critical Thinking: Common Sense & Emotional Intelligence in the Dispatch  
Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This session of the course will take place in our virtual classroom, featuring live instruction and interaction with the instructor and other online attendees.*

*This course is designed to provide information on grit and the power and success of “gritty” people within the dispatch environment. We will define and explore critical thinking and discuss critical thinking skills, problem solving, decision-making skills and attitude as it relates to work inside the dispatch center. The course will examine best practices for dispatchers to follow when faced with difficult situations and people that require critical thinking skills, problem solving practices, common sense, emotional intelligence and the importance of a positive attitude.*

*Upon completion of this course, the participant will be able to:*

*Define Grit*

*Learn how Grit relates to dispatch*

*Explore your “Grit” factor with the Grit Quiz*

*Define critical thinking*

*List five definable critical thinking skills*

*Identify benefits of critical thinking skills and ways to improve them*

*Compare “Automatic” and “Manual” thinking*

*Discuss how to stay positive on the dispatch floor and improve your decision-making process*

*Learn how common sense and emotional intelligence can help you do the job well*

*Define implicit bias*

*Explore common cognitive biases*

*Identify ways to deal with difficult people*

*The cost is \$275 per person and the course is SNC approved (MNA2023-3874).*

August 28, 2025  
- November 30, -0001

## **Curiosity: Ignite it for Personal and Professional Growth**

### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This session of the course will be offered in our virtual classroom featuring live instruction and interaction with the instructor and other students.*

*This course will transform your idea of curiosity! We will demonstrate how curiosity keeps you engaged on the job, prove how it fosters both professional and personal growth and highlight how curiosity plays a role in the dispatch environment. Examine the importance of innovative thinking, discuss how to develop and practice curiosity, review exercises to boost your curiosity and explore the benefits of having a "curious" mind...don't miss this opportunity to ignite your personal and professional growth! The cost is \$275 per person and the course is SNC approved (MNA2024-5079).*

### **Course Objectives**

*Define Curiosity: What it is, some historical context and types*

*Understand how curiosity shows up in the dispatch environment*

*Analyze the relationship between curiosity and knowledge and understand how curiosity is the engine of growth*

*Discuss some traits of curious and non-curious people*

*Identify the Five Dimensions of Curiosity and the Four Types of Curious People within that framework*

*List the Big Five Benefits of Curiosity*

*Learn how to find more meaning at work and other benefits of curiosity in the workplace, including how those relate to dispatch*

*Explore how to develop your curiosity and how that translates to professional and personal growth*

September 15, 2025  
- September 19, 2025

**Basic 40-Hour Dispatch School**  
**Kalamazoo County Consolidated Dispatch**  
**7040 Stadium Drive**  
**Kalamazoo, MI 49009**

08:00 AM - 05:00 PM EST

*MACNLOW's Basic 40-Hour Dispatch School utilizes a unique and practical combination of lecture, personal assessment, small group exercises, skill-building exercises, and role play to cement learning. Our instructors for this course are all highly-qualified, experienced dispatchers or dispatch supervisors. The cost is \$750 per person. (SNC approved: MNA2022-2466; meets Module I requirements)*

*Day One: Welcome to Dispatch*

*Duties and Responsibilities, Dispatcher Roles, Technology, Integrity and Responsibility*

*Day Two: Professional Interpersonal Communications*

*DiSC Behavioral Profile, Listening Techniques, Call Control Skills, Stress Handling Techniques*

*Day 3: Radio Communications*

*Police/Fire/EMS calls, Emergency v Non-Emergency calls, Interoperability, Incident Command*

*Day 4: Call Intake and Call Handling*

*Key Questions - the 6 Ws, Call Sequencing and Clarifying, Over-Rating or Under-Rating the Call, Caller Empathy, Handling Different Types of Calls*

*Day 5: Skill Building, Client Services, and Telephone Etiquette*

*Skill building using all techniques and information from the week; serving the public, dispatch, law enforcement, fire and EMS; doing the job well and politely, making all of us look good!*

September 15, 2025  
- November 30, -0001

**Evolution of the Response to Active Shooters**  
**Virtual Classroom with live instruction and interaction**

01:00 PM - 05:00 PM EST

*This four-hour course highlights the changes in the response to active shooters through the years. We will examine the historical responses to several high-profile active violence events and explore the changing thinking about the response to modern day shootings. An emphasis is placed on the role that dispatch plays in this ever-changing landscape and how multi-discipline training can benefit everyone involved within the framework of the new response tactics.*

*This is a half day (four hour) course that will run from 1 pm to 5 pm; the cost is \$150 per person and the course is SNC approved (MNA 2024-5061).*

September 15, 2025  
- November 30, -0001

**Leadership and Coaching**  
**Eaton County Central Dispatch**  
**911 Courthouse Drive**  
**Charlotte, MI 48813**  
08:00 AM - 04:00 PM EST

*This course is designed to provide an overview of the fundamentals of what makes a good leader from a public safety perspective, but this is NOT a theory course. Your time in the classroom will be spent on instruction, interactive discussions, and practical application of:*

*Understanding personal and positional power*  
*Planning for success, for yourself and those you supervise*  
*Setting expectations and holding employees accountable*  
*Analyzing and resolving performance problems*  
*Values, traits, and characteristics that help leaders earn the respect, confidence and cooperation of those they serve*  
*Learning coaching skills to resolve performance problems*  
*Practicing coaching skills in the classroom using realistic scenarios encountered in public safety*

*With small group exercises and many examples tailored to the attendee's profession, this class can be taken by law enforcement, dispatch, fire, courts, corrections, animal control or anyone in public safety. The cost is \$275 per person and the course is registered with MCOLES for 302 funds and is approved by the SNC for dispatch training funds (MNA2023-4094).*

September 16, 2025  
- November 30, -0001

## **Emotional Intelligence (NEW!)**

**Virtual Classroom with Live Instruction OR Eaton County Central Dispatch**

**911 Courthouse Drive**

**Charlotte, MI 48813**

**08:00 AM - 12:00 PM EST**

*Emotional Intelligence is commonly defined as the compilation of skills and characteristics that drive leadership performance. This session will help you develop greater emotional intelligence to assist in recognizing your own emotions, those of others in the workplace, and then how to use that information to help guide thinking and behavior, adjust emotions to adapt to environments, and become a more effective leader and further your organizational objectives and personal and organizational success.*

*Course objectives include:*

*Define Emotional Intelligence*

*Understand the basic emotions*

*Explore Emotions, decision making and the human brain*

*Discuss Emotional contagion and Emotional Suppression*

*Identify the four domains of emotional intelligence*

*Emotional Intelligence strategies for influential leadership*

*This is a four-hour class that is SNC approved (MNA2024-4920) and the fee is \$150 per person. This offering of the course can be taken in person at Eaton County Central Dispatch in Charlotte, MI, or online in our virtual classroom featuring live instruction and interaction with the instructor and other students.*

September 16, 2025  
- September 16, 2025

## **Advanced Alerts & Warnings (NEW!)**

**Eaton County Central Dispatch**

**911 Courthouse Drive**

**Charlotte, MI 48813**

**01:00 PM - 05:00 PM EST**

*This course is designed to assist 911 telecommunicators and emergency management personnel in gaining confidence in issuing public alerts and warnings. An emphasis is placed on selecting the right/best tool(s) for issuing alerts, crafting succinct yet informative messages to change the public's behavior when an emergency occurs, and understanding the socio-behavioral response to such messages. Attendees will gain an understanding of message planning, analyze message examples, and practice message development in class.*

*Course objectives include:*

*Explore types of advanced alerts/messages*

*Identify when to message and what message type to use*

*Learn best practices for messaging*

*Understand the socio-behavioral response to warning messages*

*Discuss message planning*

*Analyze message examples*

*Practice message development*

*Review messaging options, the future of WEA and the FEMA Messaging Dashboard*

*This is a four-hour class that is SNC approved (MNA2024-4702) and the fee is \$150 per person. This offering of the course can be taken in person at Eaton County Central Dispatch in Charlotte, MI, or online in our virtual classroom featuring live instruction and interaction with the instructor and other course attendees.*

September 19, 2025  
- November 30, -0001

## **Social Media and the Mass Shooter**

**Virtual Classroom with live instruction and interaction**

**08:00 AM - 12:00 PM EST**

*This four-hour course examines the ways social media has been used by mass shooters. We investigate several shooters and analyze their use of social media to help us identify seven consistent themes surrounding a mass shooter's social media posts. We discuss the responsibility of social media companies as well as what others can do, including law enforcement, dispatch, and the general public, in potentially recognizing and mitigating a mass shooter/mass shooting. Finally, we explore some effects of social media on mental health and empathy. Course objectives include:*

*Define "mass shooting"*

*List social media sites typically used by mass shooters*

*Discuss why mass shooters post to social media*

*Learn the seven (7) primary themes in social media timelines*

*Analyze case studies of mass shooters and their use of social media*

*Explore the responsibilities of social media companies and what others can do, including law enforcement, dispatch, and the general public*

*Understand the effects of social media on mental health and empathy*

*This is a half day (four hour) course that will run from 8 am to noon; the cost is \$150 per person and the course is SNC approved (MNA 2021-2046).*

September 19, 2025  
- November 30, -0001

## **Swatting**

### **Virtual Classroom with Live Instruction**

01:00 PM - 05:00 PM EST

*This four-hour course is designed to provide information regarding the proliferation of swatting and the impact on dispatch, law enforcement and our community as a whole. It will give an overview of the history of SWAT, the origins of Swatting, as well as how and by whom Swatting is executed. With a review of some case studies and the FBI Swatting Database, the course will examine best practices for dispatch centers to respond to these types of calls to provide a proper response to the communities and agencies we serve. Upon completion of the course, attendees will be able to:*

*Define Swatting and discuss what is meant by the term*

*Learn about the history of SWAT*

*Explore the origins of Swatting*

*List the types and techniques of executing Swatting calls*

*Discuss the landscape of laws in response to Swatting calls*

*Understand what the FBI Swatting Database is and its uses*

*Review Swatting Case Studies*

*Identify best practices for dispatch response to Swatting*

*This session of "Swatting" is being offered in our virtual classroom featuring live instruction and interaction.*

*The cost is \$150 per person; SNC Approved (MNA 2024-4316). The class will run from 1 pm to 5 pm.*



October 2, 2025  
- November 30, -0001

## **Inmate Classification**

**Macomb Public Service Institute - Criminal Justice Training Center**  
**21901 Dunham Rd**  
**Clinton Township, MI 48036**

08:00 AM - 04:00 PM EST

*Inmate classification is one of the highest areas of liability for any jail or lockup and jail lawsuits are on the rise in this state and across the nation. An effective, well-defined classification system along with properly trained classification staff will help reduce escapes and escape attempts, suicides and suicide attempts, and the number of inmate-on-inmate assaults in your facility.*

*This training takes a closer look at the classification system and examines many issues that face jail classification officers every day, regardless of what software program is used in their jail.*

*Jail classification officers will gain a better understanding of the importance of classifying inmates, proper documentation, proper use of the override system and learn how to compile reliable and accurate data on inmates to make informed decisions in the classifying and housing of inmates. They will learn to use their available resources to make defensible decisions on separating, classifying and housing all different classes of inmates.*

*This course features real life scenarios, videos and best practices that are based on decades of experience, case law and standards set by the Michigan Department of Corrections, in addition to standards set by the National Institute of Jail Operations (NIJO).*

*Jail classification and having properly trained staff is an important part of operating any jail, large or small.*

*The cost for this course is \$225 per person. The instructor will be Captain Robert Earle, Ingham County Sheriff's Office.*

*MACNLOW Faculty: Captain Robert Earle, Ingham County Sheriff's Office, is also the Jail Administrator in charge of Ingham County's 429-bed correctional facility. He is a graduate of Michigan State University. Captain Earle has served in many capacities at the Ingham County Sheriff's Office as a Deputy in the Corrections Division before rising to the rank of Sergeant in 2012, Lieutenant in 2017, and Captain in 2021. He has served as Housing Officer, Work Release Coordinator, Corrections Training Officer, Corrections Hostage Negotiation Team Member, Booking Officer and Classification Officer. He has been a liaison to the 30th Circuit Court's Mental Health Court and has worked on several inmate initiatives, including an Ingham County program to reduce opioid overdose deaths. Captain Earle is also the Commander of the 19-member regional Capitol Area Dive Team (CADT) and Underwater Search and Recovery Unit. He has been on the Sheriff's Dive Team for over 16 years, achieving several high-level dive certifications and attending training across the country. In 2018, Robert was recognized and awarded the Distinguished Valor Award from the National Institute of Jail Operations (NIJO) which recognizes individuals for their outstanding service to heroically serve and protect or who have made critical decisions or taken preventive actions that ensured the safety and security of staff, inmates, and the general public.*

October 3, 2025  
- November 30, -0001

**Professional Policing: Conduct, Character & Communication all matter!**  
**Macomb Public Service Institute - Criminal Justice Training Center**  
**21901 Dunham Rd**  
**Clinton Township, MI 48036**  
08:00 AM - 04:30 PM EST

*Policing in America is complicated and we, as a profession, have been tasked to do it better than ever before. We are up to that task. This course teaches time-tested practices you can use to ensure your success as a professional. The legitimacy of the individual officer and organization come from the contacts the officer has on a daily basis. The way you*

- Look
- Act and
- Communicate all matter!

*This class is an opportunity to look in the mirror and learn how to do better, be better and exemplify professional policing each and every day. At MACNLOW, we believe learning and improvement are ongoing and continuous. This course will enable attendees to evaluate their own conduct, character and communication skills and how they are all intertwined in a complex and fluid relationship. The communities we serve demand more. Learn how to meet and exceed those expectations.*

*At the conclusion of this course, attendees will be able to:*

*Recognize their attitude, integrity, and pride in the profession and how these affect their ability to work successfully with the public;  
Identify "Moments of Truth" that set the tone for each interaction;  
Identify the five (5) ways the public evaluates police services;  
Practice using reflective listening skills in a critiqued classroom situation;  
Learn new ways to build citizen rapport; and,  
Develop positive non-verbal and vocal behaviors for dealing with citizens with an emphasis on verbal de-escalation as evidenced by their critiqued practicing of these skills in role play.*

*This course is registered with MCOLES and is eligible for 302 funds and CPE credit.  
The cost is \$275 per person.*

October 6, 2025  
- October 10, 2025

**Advanced 40-Hour Dispatch School**  
**Kalamazoo County Consolidated Dispatch**  
**7040 Stadium Drive**  
**Kalamazoo, MI**

08:00 AM - 05:00 PM EST

*MACNLOW's Advanced 40-Hour Dispatch School enables attendees to meet all SNC Module II requirements (MNA2022-2926) by attending all five days for \$750 or any one-day course for \$275. Our team utilizes a unique & practical combination of lecture, personal assessments, small group exercises, skill building exercises, and role play to cement learning in the following areas.*

**HANDLING DOMESTIC VIOLENCE CALLS**

*This course focuses on helping telecommunicators learn innovative ways to capture information, frame effective questions, understand the psychological dynamics of domestic violence, and methods to keep their officers safe. SNC approved with Module II(a) endorsement; MNA2022-2927*

**SUICIDE CALLS: HELPING THE CALLER & THE TELECOMMUNICATOR**

*Attendees will assess their listening skills, learn to apply the skills and "thinking patterns" to help handle a suicide call successfully, assess psychological considerations, keep the caller talking, ask critical questions, and gain call handling methods proven effective for others. SNC approved with Module II (b) endorsement; MNA2022-2928*

**911 DISPATCH LIABILITY**

*Utilizing 911 cases which pinpoint various types of liability, this course analyzes liability issues, examines common elements of liability, looks at why people sue, examines the typical process of a lawsuit, develops measures for reducing and/or preventing liability, demonstrates courtroom testimony procedures and pitfalls, and considers "best practices" for dispatchers and dispatch supervisors. SNC approved with Module II (c) endorsement; MNA2022-2929*

**STRESS MANAGEMENT**

*Attendees will complete a Stress Response Profile to analyze their individual stress levels with an emphasis on the challenges of a dispatching career, both in terms of tasks and toxic people, utilize the Thought Reframing and FIT/S/ACE approaches to handling stress, and examine individual approaches and develop skills for minimizing, preventing and heading off stress. SNC approved with Module II (d) endorsement; MNA 2022-2930*

**HOMELAND SECURITY FOR THE TELECOMMUNICATOR**

*A comprehensive overview to define "terrorism;" identify the similarities and differences between "Domestic" and "International" terrorism; identify common misconceptions related to terrorists; discuss potential terrorist targets; identify and define eight (8) potential terrorist threats/acts; identify the role of Fusion Centers in suspicious incident reporting; define NIMS and its purpose; identify possible resources and tactics used to mitigate loss of life following a large scale terrorist incident; and more! SNC approved with Module II (e) endorsement; MNA2022-2931*

*The cost for the full week course is \$750 per person. Individual one-day classes may be taken at a cost of \$275 per day; to register for a one-day course, please return to the course calendar and click on the individual course or contact our office at 517-410-0825 or [register@macnlow.com](mailto:register@macnlow.com) for assistance.*

October 16, 2025  
- November 30, -0001

**Professional Policing: Conduct, Character & Communication all matter!**

**West side of Michigan**

**Exact location TBD**

**, MI**

**08:00 AM - 04:30 PM EST**

*Policing in America is complicated and we, as a profession, have been tasked to do it better than ever before. We are up to that task. This course teaches time-tested practices you can use to ensure your success as a professional. The legitimacy of the individual officer and organization come from the contacts the officer has on a daily basis. The way you*

- *Look*
- *Act and*
- *Communicate all matter!*

*This class is an opportunity to look in the mirror and learn how to do better, be better and exemplify professional policing each and every day. At MACNLOW, we believe learning and improvement are ongoing and continuous. This course will enable attendees to evaluate their own conduct, character and communication skills and how they are all intertwined in a complex and fluid relationship. The communities we serve demand more. Learn how to meet and exceed those expectations.*

*At the conclusion of this course, attendees will be able to:*

*Recognize their attitude, integrity, and pride in the profession and how these affect their ability to work successfully with the public;  
Identify "Moments of Truth" that set the tone for each interaction;  
Identify the five (5) ways the public evaluates police services;  
Practice using reflective listening skills in a critiqued classroom situation;  
Learn new ways to build citizen rapport; and,  
Develop positive non-verbal and vocal behaviors for dealing with citizens with an emphasis on verbal de-escalation as evidenced by their critiqued practicing of these skills in role play.*

*This course is registered with MCOLES and is eligible for 302 funds and CPE credit. The cost is \$275 per person.*

October 23, 2025  
- November 30, -0001

### **Delivering Exemplary Customer Service**

#### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This course is designed to provide information regarding the importance of providing exemplary customer service within the dispatch center. The course will examine best practices for dispatch centers to enhance their skills to provide a positive interaction with the communities and agencies we serve. Course objectives include:*

*Discuss how to effectively help the people you serve  
Learn to reframe your communication for better results  
Explore Caller Focused Service 101  
List the 4 C's of Caller Focused Service  
Discuss handling negativity  
Learn the 7 Characteristics of the "Best of the Best" in Customer Service  
Understand the role of optimism and resiliency  
Identify the keys to Exemplary Customer Service  
Examine and enhance your Cooperation Techniques*

*The cost is \$275 per person and the course is SNC approved (MNA2022-2447).*

October 24, 2025  
- November 30, -0001

### **Endurance: Lessons in Leadership**

#### **Virtual Classroom with LIVE Instruction**

08:00 AM - 12:00 PM EST

*This four-hour course is designed to analyze the exemplary leadership skills of Ernest Shackleton, one of the foremost explorers of the 20th century, who led a group of men on an incredibly dangerous and arduous journey to Antarctica, where their ship was destroyed and they endured nearly two years in sub-zero temperatures before being rescued. This course will identify seven leadership lessons from Shackleton and why these are still relevant today. Learn how to build a resilient team and lead by example, as well as understand why adaptability, good decision-making, communication, and crisis management skills are critical to success in difficult circumstances. We hope this course will give you some extra motivation and ignite the leader within YOU. The cost is \$150 per person and the course is registered with MCOLES for 302 funds and SNC approved (MNA2024-4557) for dispatch training funds.*

#### **Course Objectives**

*Define Endurance; discuss the concept and the journey of the sailing vessel "Endurance" to Antarctica  
List seven (7) leadership lessons from Ernest Shackleton, explorer  
Explore ways to build a resilient team  
Learn about adaptability and decision-making  
Identify how to lead by example  
Examine and explore communication, motivation strategies, crisis management and emotional intelligence  
Understand Shackleton's leadership legacy and relevance and how it still applies today*

October 24, 2025  
- November 30, -0001

**Incident Debriefing**  
**Virtual Classroom with Live Instruction**  
01:00 PM - 05:00 PM EST

*Incident Debriefing is an essential part of learning, improving and identifying the steps in a given incident. This course will highlight the need for Incident Debriefing and will focus on providing an overall plan for post-incident management. Upon completion of this course, the participant will be able to:*

*Understand the importance of debriefings  
Describe the difference between briefing, debriefing and stress debriefing  
Define the components of a debriefing  
Utilize conversational techniques for steering debriefings  
Describe the four main components of a debriefing  
Conduct a formal or informal debriefing*

*This is an SNC approved course (MNA201905D) that is four hours in length and will run from 1 pm to 5 pm. The cost is \$150 per person.*

November 3, 2025  
- November 7, 2025

**Basic 40-Hour Dispatch School**  
**Huron Township Police Department**  
**36500 S. Huron Rd.**  
**New Boston, MI 48164**  
08:00 AM - 05:00 PM EST

*MACNLOW's Basic 40-Hour Dispatch School utilizes a unique and practical combination of lecture, personal assessment, small group exercises, skill-building exercises, and role play to cement learning. Our instructors for this course are all highly-qualified, experienced dispatchers or dispatch supervisors. The cost is \$750 per person. (SNC approved: MNA2022-2466; meets Module I requirements)*

*Day One: Welcome to Dispatch  
Duties and Responsibilities, Dispatcher Roles, Technology, Integrity and Responsibility*

*Day Two: Professional Interpersonal Communications  
DiSC Behavioral Profile, Listening Techniques, Call Control Skills, Stress Handling Techniques*

*Day 3: Radio Communications  
Police/Fire/EMS calls, Emergency v Non-Emergency calls, Interoperability, Incident Command*

*Day 4: Call Intake and Call Handling  
Key Questions - the 6 Ws, Call Sequencing and Clarifying, Over-Rating or Under-Rating the Call, Caller Empathy, Handling Different Types of Calls*

*Day 5: Skill Building, Client Services, and Telephone Etiquette  
Skill building using all techniques and information from the week; serving the public, dispatch, law enforcement, fire and EMS; doing the job well and politely, making all of us look good!*

November 17, 2025  
- November 21, 2025

## **Basic 40-Hour Dispatch School**

**Virtual Classroom with Live Instruction OR at Eaton County Central Dispatch (In Person)**

**911 Courthouse Drive**

**Charlotte, MI 48813**

**08:00 AM - 05:00 PM EST**

*MACNLOW's Basic 40-Hour Dispatch School utilizes a unique and practical combination of lecture, personal assessment, small group exercises, skill-building exercises, and role play to cement learning. Our instructors for this course are all highly-qualified, experienced dispatchers or dispatch supervisors. The cost is \$750 per person. (SNC approved: MNA2022-2466; meets Module I requirements).*

*Day One: Welcome to Dispatch*

*Duties and Responsibilities, Dispatcher Roles, Technology, Integrity and Responsibility*

*Day Two: Professional Interpersonal Communications*

*DiSC Behavioral Profile, Listening Techniques, Call Control Skills, Stress Handling Techniques*

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*Police/Fire/EMS calls, Emergency v Non-Emergency calls, Interoperability, Incident Command*

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*Day 5: Skill Building, Client Services, and Telephone Etiquette*

*Skill building using all techniques and information from the week; serving the public, dispatch, law enforcement, fire and EMS; doing the job well and politely, making all of us look good!*

November 17, 2025  
- November 30, -0001

## **Active Shooter Incidents for Dispatch**

### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This session of the course will be held in our virtual classroom featuring live instruction and interaction with the instructor and other attendees.*

*Active shooter incidents are dynamic situations that pose many unique challenges for public safety communications. These situations require an enormous response from law enforcement, fire, EMS, various support entities and communication centers. As with any other type of emergency situation, the telecommunicator plays a vital role in the response to an active shoot incident.*

*This course will provide case studies about several high-profile active shooter incidents, the issues and challenges posed by an active shooter incident and what role the telecommunicator plays in mitigating the damage. Upon completion of this course, the participant will be able to:*

*Define an Active Violence Incident (AVI) and its different phases;*

*Describe the key issues and challenges of an AVI;*

*Define the roles and responsibilities of the telecommunicators in an AVI situation; and,*

*Describe how to manage the consequences of an active shooter incident.*

*The cost is \$275 per person and the course is SNC approved (MNA 201808A).*



November 18, 2025  
- November 30, -0001

**Grit & the Value of Critical Thinking: Common Sense & Emotional Intelligence in the Dispatch  
Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This course will be held in our virtual classroom featuring LIVE instruction and interaction with the instructor and other course attendees.*

*This course is designed to provide information on grit and the power and success of “gritty” people within the dispatch environment. We will define and explore critical thinking and discuss critical thinking skills, problem solving, decision-making skills and attitude as it relates to work inside the dispatch center. The course will examine best practices for dispatchers to follow when faced with difficult situations and people that require critical thinking skills, problem solving practices, common sense, emotional intelligence and the importance of a positive attitude.*

*Upon completion of this course, the participant will be able to:*

*Define Grit*

*Learn how Grit relates to dispatch*

*Explore your “Grit” factor with the Grit Quiz*

*Define critical thinking*

*List five definable critical thinking skills*

*Identify benefits of critical thinking skills and ways to improve them*

*Compare “Automatic” and “Manual” thinking*

*Discuss how to stay positive on the dispatch floor and improve your decision-making process*

*Learn how common sense and emotional intelligence can help you do the job well*

*Define implicit bias*

*Explore common cognitive biases*

*Identify ways to deal with difficult people*

*The cost is \$275 per person and the course is SNC approved (MNA2023-3874).*

November 21, 2025  
- November 30, -0001

## **Curiosity: Ignite it for Personal and Professional Growth**

### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This course will transform your idea of curiosity! We will demonstrate how curiosity keeps you engaged on the job, prove how it fosters both professional and personal growth and highlight how curiosity plays a role in the dispatch environment. Examine the importance of innovative thinking, discuss how to develop and practice curiosity, review exercises to boost your curiosity and explore the benefits of having a "curious" mind...don't miss this opportunity to ignite your personal and professional growth! The cost is \$275 per person and the course is SNC approved (MNA2024-5079).*

#### **Course Objectives**

*Define Curiosity: What it is, some historical context and types  
Understand how curiosity shows up in the dispatch environment  
Analyze the relationship between curiosity and knowledge and understand how curiosity is the engine of growth  
Discuss some traits of curious and non-curious people  
Identify the Five Dimensions of Curiosity and the Four Types of Curious People within that framework  
List the Big Five Benefits of Curiosity  
Learn how to find more meaning at work and other benefits of curiosity in the workplace, including how those relate to dispatch  
Explore how to develop your curiosity and how that translates to professional and personal growth*

November 24, 2025  
- November 30, -0001

## **Social Media and the Mass Shooter**

### **Virtual Classroom with live instruction and interaction**

01:00 PM - 05:00 PM EST

*This four-hour course examines the ways social media has been used by mass shooters. We investigate several shooters and analyze their use of social media to help us identify seven consistent themes surrounding a mass shooter's social media posts. We discuss the responsibility of social media companies as well as what others can do, including law enforcement, dispatch, and the general public, in potentially recognizing and mitigating a mass shooter/mass shooting. Finally, we explore some effects of social media on mental health and empathy. Course objectives include:*

*Define "mass shooting"  
List social media sites typically used by mass shooters  
Discuss why mass shooters post to social media  
Learn the seven (7) primary themes in social media timelines  
Analyze case studies of mass shooters and their use of social media  
Explore the responsibilities of social media companies and what others can do, including law enforcement, dispatch, and the general public  
Understand the effects of social media on mental health and empathy*

*This is a half day (four hour) course that will run from 1 pm to 5 pm; the cost is \$150 per person and the course is SNC approved (MNA 2021-2046).*

November 25, 2025  
- November 30, -0001

**Evolution of the Response to Active Shooters**  
**Virtual Classroom with live instruction and interaction**

01:00 PM - 05:00 PM EST

*This four-hour course highlights the changes in the response to active shooters through the years. We will examine the historical responses to several high-profile active violence events and explore the changing thinking about the response to modern day shootings. An emphasis is placed on the role that dispatch plays in this ever-changing landscape and how multi-discipline training can benefit everyone involved within the framework of the new response tactics.*

*This is a half day (four hour) course that will run from 1 pm to 5 pm in our virtual classroom featuring LIVE instruction and interaction with the instructor and other course attendees. The cost is \$150 per person and the course is SNC approved (MNA 2024-5061).*

December 3, 2025  
- December 5, 2025

**Advanced Supervision**  
**Kalamazoo County Consolidated Dispatch**  
**7040 Stadium Drive**  
**Kalamazoo, MI 49009**

08:00 AM - 05:00 PM EST

*Designed to equip supervisors with the tools to effectively manage difficult or under-performing employees, empower team members, navigate supervisory ethics, solve problems, and coordinate/manage special projects, tasks or events, participants will further develop leadership skills to be better equipped to handle complex supervisory challenges while promoting a positive and productive work environment. The course focuses on the following areas:*

*Developing long-term strategies for addressing and improving the performance of difficult employees*

*Empowering staff to become high performers and take ownership of their work, skills, behaviors and communication*

*Fostering ethical behavior and decision-making in the workplace*

*Setting and achieving performance goals for both personal growth and team development*

*Solving unique challenges specific to police, dispatch, fire, court, and corrections environments*

*Effectively planning, managing, and executing departmental projects*

*This course is led by Sgt. Michael S. Phillips (Ret., East Lansing Police Department), a highly-rated senior associate with MACNLOW, with over 27 years of experience. Portions of the course are tailored to the profession of each attendee.*

*This course is registered with MCOLES and is eligible for 302 funds as well as SNC approved for dispatch training funds (MNA2022-2687).*

*Agencies insured by MMRMA should also check with their agent on partial reimbursement for qualifying courses.*

*The cost is \$395 per person*

December 10, 2025  
- November 30, -0001

## **Delivering Exemplary Customer Service**

### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This course is designed to provide information regarding the importance of providing exemplary customer service within the dispatch center. The course will examine best practices for dispatch centers to enhance their skills to provide a positive interaction with the communities and agencies we serve. Course objectives include:*

*Discuss how to effectively help the people you serve  
Learn to reframe your communication for better results  
Explore Caller Focused Service 101  
List the 4 C's of Caller Focused Service  
Discuss handling negativity  
Learn the 7 Characteristics of the "Best of the Best" in Customer Service  
Understand the role of optimism and resiliency  
Identify the keys to Exemplary Customer Service  
Examine and enhance your Cooperation Techniques*

*The cost is \$275 per person and the course is SNC approved (MNA2022-2447).*

December 12, 2025  
- November 30, -0001

## **Staying on Top of Your Profession**

### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This course is designed to keep experienced telecommunicators abreast of best practices and call handling techniques in difficult suicide calls and volatile domestic violence calls, examine cultural diversity and how bias may affect their job performance, discuss ways in which they can reduce mistakes and liability on the job, and motivate them to improve personal health, performance and teamwork in the dispatch center.*

*At the conclusion of the course, the telecommunicator will be able to:*

*Discuss ways in which complacency can cause problems in the 911 profession;  
Review call handling techniques in domestic violence calls which can assist in improving officer safety and decreasing liability;  
Be familiar with how to isolate emotions and strength identifiers with suicidal callers;  
Understand how stereotypes, prejudices and bias can interfere with job performance and interactions with co-workers and the public;  
Discuss what increases liability in the dispatch center and what can be done to minimize vulnerability to liability and litigation; and,  
Discuss what each employee can do to improve performance, teamwork and morale in the dispatch center.*

*The cost is \$275 per person and the course is SNC approved (MNA2020-1263).*

September 15, 2025  
- November 30, -0001

## **Behaviors & Warning Signs of an Active Shooter**

### **Virtual Classroom with live instruction and interaction**

08:00 AM - 12:00 PM EST

*This four-hour course is designed to offer insight into the behaviors, characteristics, and warning signs of an active shooter prior to an active shooter event. We will examine specific behaviors that may precede an attack and which of those behaviors dispatchers and law enforcement might find useful in identifying, assessing, and managing those who may perpetrate these acts of violence. The course objectives are to:*

- Explore the 5 stages of an active shooter event*
- Look at statistics surrounding active shooters*
- Review active shooter demographics*
- Examine the planning and preparations of an active shooter event*
- Investigate stressors and their affect on an active shooter*
- Study pre-attack behaviors and communications*
- Identify suicidal ideation and attempts*
- Discuss what dispatchers can do to improve documentation, detection, research and identification of a potential active shooter*

*This is a half day (four hour) course that will run from 8 am to noon; the cost is \$150 per person and the course is SNC approved (MNA 2021-2046).*

September 16, 2025  
- November 30, -0001

## **Handling Calls Regarding Missing and Exploited Children**

### **Virtual Classroom with Live Instruction**

08:00 AM - 05:00 PM EST

*This course is designed to provide information and tools for the telecommunicator to quickly gather information when dealing with a missing or exploited child. Portions of the course also cover the various forms of child sex trafficking and indicators that can create opportunities for telecommunicators in the prevention, identification and response. This is an excellent learning environment to examine best practices for dispatch centers to follow when receiving calls pertaining to the most vulnerable among us.*

*At the conclusion of the course, the telecommunicator will be able to:*

- Define missing/endangered/exploited children*
- List types of missing children*
- Discuss missing and exploited children statistics*
- Know what information to obtain when processing a missing child call*
- Determine the NCIC categories for missing children*
- Discuss the Amber Alert system*
- List Child Sexual Exploitation Classifications*
- Discuss Child Sex Trafficking*
- Understand Autism & Wandering*

*This course will be held in our virtual classroom, featuring live instruction and interaction with the instructor and other attendees. The cost is \$275 per person. SNC approved MNA2025-5570*

September 23, 2025  
- September 26, 2025

**Communications Training Officer (CTO) Program**  
**Eaton County Central Dispatch**  
**911 Courthouse Drive**  
**Charlotte, MI 48813**  
08:00 AM - 05:00 PM EST  
SNC approved MNA2025-5356; \$995 per person

*MACNLOW Associates and The Cardinal Group 2 have partnered to create a Communication Training Officer (CTO) Program featuring four days of comprehensive training designed to equip new and established CTOs with the essential knowledge, skills, and strategies to excel in their roles. This program is adaptable and can be integrated with various CTO program designs. Throughout this program, we will delve into the multifaceted aspects of a CTO's responsibilities, covering multiple topics tailored to your professional development.*

*Well-qualified Communication Training Officers are vital to the success of any PSAP by providing the knowledge and skills to train effectively and mentor recruits in the high-pressure environment of a 911 communications center. Recognizing that effective training is not a one-size-fits-all endeavor, this program emphasizes the importance of accommodating diverse learning styles to create an inclusive and engaging learning environment where all learners can thrive. We emphasize core components of effective coaching, including individualized support, skill enhancement, confidence building, problem-solving encouragement, fostering a growth mindset, and much more.*

*The success of 911 operations starts and ends with the people who work in the dispatch center. Our course delves deep into all aspects of a CTO and CTO program and breaks down the evaluation process into key components, including duties, tasks, and behavioral indicators. We highlight the importance of clear and measurable criteria in the evaluation process, advocating for the use of rubrics to promote consistency and fairness; explore the impact of expectations on both positive and negative trainee performance and emphasize the need for CTOs to set realistic and achievable standards. Upon completion of the CTO program, course participants should have a deeper understanding of the evaluation process, its potential pitfalls, and strategies for conducting fair, objective, and constructive assessments of trainee performance, ultimately leading to better training and retention of employees and improving the overall operations of a PSAP.*

October 14, 2025  
- November 30, -0001

## **Tactical Dispatching**

### **Virtual Classroom with live instruction**

08:00 AM - 12:00 PM EST

*This four-hour course will serve as an introduction to Tactical Dispatching. Students will learn the roles and responsibilities of a Tactical Dispatcher and gain an understanding of the ICS and NIMS structure and systems. The primary objective of the course is to illustrate the importance of the Tactical Dispatcher's function within the command structure and provide tools to assist responders in a tactical environment. Upon completion of this course, the participant will be able to:*

*Understand the elements of a high-risk incident  
Define core team responsibilities  
Utilize dry erase boards and manage radio traffic  
Participate in intelligence gathering  
Outline the ICS & NIMS system  
Be familiar with tactical equipment and tactical forms  
Have knowledge of the skills needed in the tactical environment for dispatch*

*The cost is \$150 per person; SNC Approved (MNA 201905C). The class will run from 8 am to noon.*

October 14, 2025  
- November 30, -0001

## **Negotiations for Dispatch**

### **Virtual Classroom with Live Instruction**

01:00 PM - 05:00 PM EST

*This course will introduce telecommunicators to crisis negotiations and the roles and responsibilities of the Tactical Dispatcher. The course covers different phases of the negotiation process as well as specific strategies and techniques that may be used to resolve the crisis. The course will build upon the skills already possessed by the telecommunicator and will provide tools and techniques needed to assist the Hostage Negotiations team.*

*Upon completion of this course, the participant will be able to:*

- Describe crisis negotiations*
- Define the roles and responsibilities with the Dispatch Center*
- Better understand crisis intervention and management*
- Deploy crisis communication skills*
- Work with law enforcement negotiators*
- Be familiar with the FBI's Behavioral Stairway Model*
- Communicate with a hostage taker*

*This is an SNC approved course (MNA201905B) that is four hours in length and will run from 1 pm to 5 pm. The cost is \$150 per person.*

October 15, 2025  
- November 30, -0001

**Staying on Top of Your Profession**  
**Virtual Classroom with Live Instruction**  
08:00 AM - 05:00 PM EST

*This course is designed to keep experienced telecommunicators abreast of best practices and call handling techniques in difficult suicide calls and volatile domestic violence calls, examine cultural diversity and how bias may affect their job performance, discuss ways in which they can reduce mistakes and liability on the job, and motivate them to improve personal health, performance and teamwork in the dispatch center.*

*At the conclusion of the course, the telecommunicator will be able to:*

*Discuss ways in which complacency can cause problems in the 911 profession;  
Review call handling techniques in domestic violence calls which can assist in improving officer safety and decreasing liability;  
Be familiar with how to isolate emotions and strength identifiers with suicidal callers;  
Understand how stereotypes, prejudices and bias can interfere with job performance and interactions with co-workers and the public;  
Discuss what increases liability in the dispatch center and what can be done to minimize vulnerability to liability and litigation; and,  
Discuss what each employee can do to improve performance, teamwork and morale in the dispatch center.*

*The cost is \$275 per person and the course is SNC approved (MNA2020-1263).*

October 22, 2025  
- November 30, -0001

**The Changing Face of the Active Shooter**  
**Virtual Classroom with Live Instruction**  
08:00 AM - 05:00 PM EST

*This session of the course is being offered in our virtual classroom featuring live instruction and interaction with the instructor.*

*This course is designed to examine the changing landscape of the Active Shooter. Through careful research, statistical information, and case studies this course will offer insight into the changing profile of the active shooter in America. We will delve into the behaviors, characteristics, and warning signs of an active shooter prior to an active shooter event. We will look at multiple case studies to attempt to understand the changing face of the active shooter and the law enforcement response to these acts of violence.*

*Upon completion of this course, the participant will be able to:*

*Explore the resources and studies used for this course.  
Learn the history of the Active Shooter.  
Compare Active Shooters: Past to Present.  
Learn Active Shooter statistics.  
Explore the evolution of the response to an Active Shooter.  
Define the early profiles of an Active Shooter.  
List the Five Phases of the Active Shooter.  
Analyze different Case Studies of Active Shooter events.  
Understand the cascading impact of mass shootings.  
Discuss the Changing Face of the Active Shooter.*

*The cost is \$275 per person and the course is SNC approved (MNA2023-3875).*



November 10, 2025  
- November 13, 2025

**Communications Training Officer (CTO) Program**  
**Michigan State Police - Detroit Regional Communications Center**  
**1060 W Fort St (MDOT Building)**  
**Detroit, MI 48226**  
08:00 AM - 05:00 PM EST  
SNC approved MNA2025-5356; \$995 per person

*MACNLOW Associates and The Cardinal Group 2 have partnered to create a Communication Training Officer (CTO) Program featuring four days of comprehensive training designed to equip new and established CTOs with the essential knowledge, skills, and strategies to excel in their roles. This program is adaptable and can be integrated with various CTO program designs. Throughout this program, we will delve into the multifaceted aspects of a CTO's responsibilities, covering multiple topics tailored to your professional development.*

*Well-qualified Communication Training Officers are vital to the success of any PSAP by providing the knowledge and skills to train effectively and mentor recruits in the high-pressure environment of a 911 communications center. Recognizing that effective training is not a one-size-fits-all endeavor, this program emphasizes the importance of accommodating diverse learning styles to create an inclusive and engaging learning environment where all learners can thrive. We emphasize core components of effective coaching, including individualized support, skill enhancement, confidence building, problem-solving encouragement, fostering a growth mindset, and much more.*

*The success of 911 operations starts and ends with the people who work in the dispatch center. Our course delves deep into all aspects of a CTO and CTO program and breaks down the evaluation process into key components, including duties, tasks, and behavioral indicators. We highlight the importance of clear and measurable criteria in the evaluation process, advocating for the use of rubrics to promote consistency and fairness; explore the impact of expectations on both positive and negative trainee performance and emphasize the need for CTOs to set realistic and achievable standards. Upon completion of the CTO program, course participants should have a deeper understanding of the evaluation process, its potential pitfalls, and strategies for conducting fair, objective, and constructive assessments of trainee performance, ultimately leading to better training and retention of employees and improving the overall operations of a PSAP.*

November 24, 2025  
- November 30, -0001

**The Opioid Crisis and Dispatch**  
**Virtual Classroom with Live Instruction**  
08:00 AM - 12:00 PM EST

*The opioid epidemic continues to rage in the United States. The National Institute on Drug Abuse reports that opioid-involved overdose deaths rose from 21,088 in 2010 to 47,600 in 2017 and remained steady in 2018 with 46,802 deaths and then a significant increase in 2019 to 49,860 overdose deaths. Following the COVID pandemic in 2020, the CDC reports opioid-involved overdose deaths rose to 81,806 in 2022!*

*Overdose calls can happen at any time in 911 operations, and this course enables the dispatcher to learn more about the history of opioids, substance abuse and addiction, and how the opioid epidemic affects law enforcement, EMS and the dispatcher.*

*This is a half day (four hour) course that will run from 8 am to noon; the cost is \$150 per person and the course is SNC approved (MNA 2021-1587).*

November 25, 2025  
- November 30, -0001

**Behaviors & Warning Signs of an Active Shooter**  
**Virtual Classroom with LIVE instruction and interaction**  
08:00 AM - 12:00 PM EST

*This four-hour course is designed to offer insight into the behaviors, characteristics, and warning signs of an active shooter prior to an active shooter event. We will examine specific behaviors that may precede an attack and which of those behaviors dispatchers and law enforcement might find useful in identifying, assessing, and managing those who may perpetrate these acts of violence. The course objectives are to:*

*Explore the 5 stages of an active shooter event  
Look at statistics surrounding active shooters  
Review active shooter demographics  
Examine the planning and preparations of an active shooter event  
Investigate stressors and their affect on an active shooter  
Study pre-attack behaviors and communications  
Identify suicidal ideation and attempts  
Discuss what dispatchers can do to improve documentation, detection, research and identification of a potential active shooter*

*This is a half day (four hour) course that will run from 8 am to noon in our virtual classroom featuring LIVE instruction and interaction with the instructor and other course attendees. The cost is \$150 per person and the course is SNC approved (MNA 2021-2046).*

December 1, 2025  
- December 5, 2025

## **Advanced 40-Hour Dispatch School**

**Virtual Classroom with Live Instruction OR at Eaton County Central Dispatch (In Person)**

**911 Courthouse Drive**

**Charlotte, MI 48813**

**08:00 AM - 05:00 PM EST**

*MACNLOW's Advanced 40-Hour Dispatch School enables attendees to meet all SNC Module II requirements (MNA2022-2926) by attending all five days for \$750 or any one-day course for \$275. Our team utilizes a unique & practical combination of lecture, personal assessments, small group exercises, skill building exercises, and role play to cement learning in the following areas.*

### **HANDLING DOMESTIC VIOLENCE CALLS**

*This course focuses on helping telecommunicators learn innovative ways to capture information, frame effective questions, understand the psychological dynamics of domestic violence, and methods to keep their officers safe. SNC approved with Module II(a) endorsement; MNA2022-2927*

### **SUICIDE CALLS: HELPING THE CALLER & THE TELECOMMUNICATOR**

*Attendees will assess their listening skills, learn to apply the skills and "thinking patterns" to help handle a suicide call successfully, assess psychological considerations, keep the caller talking, ask critical questions, and gain call handling methods proven effective for others. SNC approved with Module II (b) endorsement; MNA2022-2928*

### **HOMELAND SECURITY FOR THE TELECOMMUNICATOR**

*A comprehensive overview to define "terrorism;" identify the similarities and differences between "Domestic" and "International" terrorism; identify common misconceptions related to terrorists; discuss potential terrorist targets; identify and define eight (8) potential terrorist threats/acts; identify the role of Fusion Centers in suspicious incident reporting; define NIMS and its purpose; identify possible resources and tactics used to mitigate loss of life following a large scale terrorist incident; and more! SNC approved with Module II (e) endorsement; MNA2022-2931*

### **911 DISPATCH LIABILITY**

*Utilizing 911 cases which pinpoint various types of liability, this course analyzes liability issues, examines common elements of liability, looks at why people sue, examines the typical process of a lawsuit, develops measures for reducing and/or preventing liability, demonstrates courtroom testimony procedures and pitfalls, and considers "best practices" for dispatchers and dispatch supervisors. SNC approved with Module II (c) endorsement; MNA2022-2929*

### **STRESS MANAGEMENT**

*Attendees will complete a Stress Response Profile to analyze their individual stress levels with an emphasis on the challenges of a dispatching career, both in terms of tasks and toxic people, utilize the Thought Reframing and FIT/S/ACE approaches to handling stress, and examine individual approaches and develop skills for minimizing, preventing and heading off stress. SNC approved with Module II (d) endorsement; MNA 2022-2930*

*The cost for the full week course is \$750 per person. Individual one-day classes may be taken at a cost of \$275 per day; to register for a one-day course, please return to the course calendar and click on the individual course or contact our office at 517-410-0825 or [register@macnlow.com](mailto:register@macnlow.com) for assistance.*

