



What Students
Say About
The Course.

Trying To Figure
It All Out? CCM
May Hold The Key.



Faculty Notes:
Who Are These
Guys?

Two Weeks That Will Change Your Life

Communications Center Managers Course



So, you're a communications center manager who wants to develop the leadership and interpersonal skills critical to individual and organizational success in a complex, technology-intensive environment but you don't know where to turn. At the same time, you want to make rewarding connections and network with like-minded individuals.

Well, don't despair. You can become the leader you've always wanted to be through the specially-designed Communications Center Managers (CCM) course offered jointly through the National Academies of Emergency Dispatch® (NAED) and the international consulting firm Fitch & Associates.

The CCM program is designed to move the established and aspiring manager along a greater path of success. The course offers a tremendous boost for the goal-oriented individual almost ready for or already in a managerial position who wants to strengthen the skills needed to excel.

Fitch & Associates Founder Jay Fitch, Ph.D., and NAED Associate Director Carlynn Page created the course nearly a

Is this the right class for you?



decade ago to promote the professional management needs of people like you. In the words of the program architects, CCM offers an opportunity too good to pass up, especially for those planning a career in emergency communications and looking for the resources necessary to advance.

"We saw the need for a program to develop the skills necessary to manage a center and beyond," Page said. "Before our program, there wasn't anything out there like this."

Fitch compares the course to real-world experience.

"Students learn the skills they then use on a go-forward basis," he said.

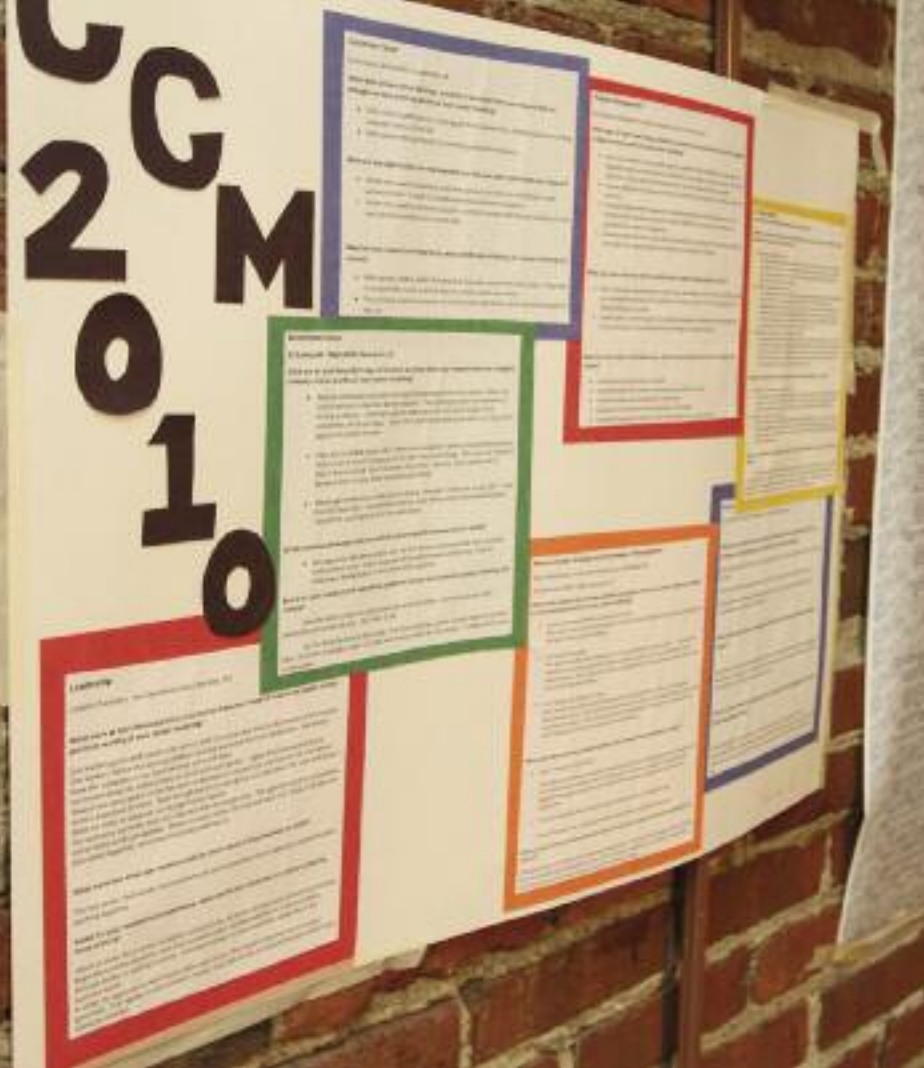
You return to your center ready to practice the new and improved skills the day you walk in the door.

HOW DOES THIS WORK?

Leading experts in the industry developed the program's curriculum based on known needs in communications centers as well as skills essential for planning into the future. Blending experienced faculty with a broad range of topics, they designed a learning environment that combines hands-on tools with experiential learning to foster real world critical thinking and problem solving. The program mixes lecture, case learning, and online interaction to match diverse learning styles.

Then, there are the peers available both in class and online between sessions for brainstorming as well as the research





Group Research Presentations Students work in teams to collect research and report findings to others in the class; results are posted for further analysis.

projects that provide in-depth analysis into the same issues you may be facing.

The CCM course emulates the Baldrige criteria for performance excellence. The criteria provide a framework any organization can use to improve overall performance. The criteria are used by thousands of organizations to develop better employee relations, higher productivity, greater customer satisfaction, increased market share, and improved profitability.

Talk to the students and they'll tell you about the life-changing transformation they experienced in a setting tailored to adult learners and their specific needs.

"We make a commitment to our students," Fitch said. "We're here to help them focus on how they can best apply their leadership skills in the communications center and move their careers full-speed ahead."

The CCM faculty is first-rate. Because they've already solved the same problems you are likely to encounter, the faculty is equipped to share their real world experience and practical solutions. Everything you learn is relevant and current. Plus, there's the value of the professional relationships developed during the course.

"The people attending CCM become part of a life-long network," Fitch said.

And another great plus is the program's scheduling, which is set up to fit even the busiest workweek. The course is divided into three distinct sessions: two one-week on-site sessions (six days each) held at the Fitch & Associates conference facility in Kansas City, Mo., and a longer period devoted to discussion and group project collaboration that takes place online.

There's so much good about the program that we've put together this publication to explain the details and introduce you to the faculty and former students.

Read on. After all, CCM might be just the bright light you've been waiting for.

Faculty Notes

Answers to all the questions you wanted to ask

Jay Fitch

Jay is founder of Fitch & Associates; he sets the contextual stage for the program and teaches the sessions Crises Communications/Working with the Media and Time Management, in addition to participating in the topical rounds and case studies.

Tell us about Fitch & Associates.

Fitch & Associates has worked in the area of communications and leadership for 26 years. The CCM course, which we started nearly a decade ago, brings together a staff that integrates theory and real world practical skills. Faculty members run the gamut of center directors to some of the top writers, consultants, and thinkers in the profession.

Why a course for communications center managers?

Many of us who had our start in communications did not have a formal education. The thought behind CCM was to create an opportunity for people to have some self-directed learning around a focused curriculum that helped them prepare to lead people. Our process is designed around the elements of what it takes to lead a center, from the financial



Communications Center Managers Course

perspective, the operational perspective, the leadership perspective, and the political perspective. We pulled it all together in this one course.

What makes CCM unique?

The format is an educationally-designed balanced approach. We use both lectures and experiential learning on site. Online learning takes place between the two weeks spent at our center in Kansas City (Mo.).

CCM brings people into an environment where they are away from all the hectic stuff that goes on at work and at home. The onsite classes allow them to focus. In addition, they can develop a package of resources developed by their peers. The people attending CCM become part of a life-long network.

Going home between the classroom sessions gives them the opportunity to put their skills to the test. The second week builds upon the first week and through online discussions they can share information about the practical applications back home.

Why should people take the CCM course?

For many people CCM becomes a life-changing experience. As adult learners, we have to step back and think about where we want to be in the future and how we can find fulfillment in our personal lives while directing our careers.

How can we balance all of this?

CCM offers the opportunity to use self-discovery in a structured way and with a curriculum that prepares students for whatever the future may hold.

David Nelson, D.Min

Classes David teaches: Leadership Processes/Appreciative Inquiry, Fitch & Associates' Competency and Career Compass, Competency Feedback/Future Planning, Appreciative Supervision/Performance Appraisals, Ethical Practices, and Alligator River Exercise.

As a faculty member of CCM, I help to build great relationships and in that process I am able to celebrate the successes and positive core of the CCM participant. That's the essence of CCM and we do this through a process called appreciative inquiry.

Participants learn to tell the stories of their successes and to celebrate them.

They leave energized and feel part of a network, both in their communities and in the relationships they develop at CCM. It's very exciting.

What is appreciative inquiry?

In studying organizations and organizational development, the founders of appreciative inquiry came to several conclusions. One is that human beings and organizations are living organisms and, therefore, they respond like living organisms. They respond and they move in the direction of the stories they tell. If you tell stories of success, if you tell stories of excitement, if you tell stories of making a difference in the world, that's the direction the organization moves.

Contrast that with traditional organizational learning and people development that tries to find out and fix what's wrong; appreciative inquiry discovers what's right



and seeks to build on that. We all know people who call themselves problem solvers, who see their primary job as fixing problems. We need people who do that but my passion is not fixing problems. My passion is celebrating successes and helping people live out of their positive core. CCM strives to move individuals into their futures by building on the successes of the past.

How does appreciative inquiry work?

We start the first day conducting appreciative inquiry interviews and we continue them throughout the two weeks of onsite class time. The interviews are one-on-one between the students, allowing participants to practice the skills of listening and story telling. These interviews are a real highlight of the program because we learn a lot from the stories. We build

on them. We learn that it's easier to move into the future, the unknown, when we carry good parts from the past.

During the course we stress basic principles about how this works. For example, in every human being, something works. At every dispatch center, something works. Let's start there and build on it. When people are given the chance to talk about their successes and tell the stories of their successes, they feel good about themselves. They take that next step as they continue to celebrate their evolution as leaders in the industry.

CCM students, who are the leaders in emergency dispatch, are very responsive to the technique because as it happens in this industry, they don't often have the opportunity to celebrate their victories and talk about them. We give them a voice.

Why CCM?

There are several reasons: cutting-edge faculty, innovative curriculum, team building, leadership training, and, of course, networking opportunities.

CCM brings together an extremely high-quality faculty—people who are leaders in the communications industry from across the United States and Canada. Participants are exposed to some of the best forward-thinking and well-respected people in the industry.

Networking is a powerful tool. The interchange between the different participants is where the greatest learning takes place. As we've discussed, students spend a great deal of time telling their stories and how they responded to certain situations. That, in turn, automatically provides a network of people they can go to when facing some of the same concerns. These are relationships that last far beyond the weeks they spend together in Kansas City at the CCM course because of the trust level CCM fosters.

Finally, CCM trains them in the leadership skills that build their confidence and the confidence of those they are trying to help.

Several years ago I had to pick up the phone to dial 9-1-1 and to do that I had to know two things about that person answering the phone and the organization that supported that person. I needed to know that the person was well trained and that the organization had the technology and the equipment to provide a good

response. I wanted someone who was professional. Secondly, I needed to know that there was a human being on the other end. When I was facing a crisis, when my daughter needed to be transported, I wanted a human being who was compassionate and caring. This was personal.

CCM provides excellent leadership training in both of those areas. It teaches participants about growing in professional and personal ways that are congruent with the kind of public safety leadership we want in our communities. CCM builds people skills, helps in the understanding of emotional intelligence, and urges participants to recognize that the very questions they ask make a difference not only in following the protocols and saving a life, but also in building the confidence of the person at the other end of that emergency phone call.

I really believe that CCM is making a difference. We are laying the cement work, nationally and internationally, that will provide a support system for all of us.

RICK MINERD

Classes Rick teaches: Writer's Workshops I, II, and III.

What do the students learn from the writing courses?

When the students come here, they are not prepared from the standpoint of writing on a regular basis. They have little experience with writing from a manager's perspective let alone any experience with any type of business writing prior to assuming their current positions. Writing is not something most are comfortable doing, at least before they get here.



Consequently, part of my work is to get them a little more comfortable, at ease, with the writing process. I want them to gain confidence in their abilities to write for a group of people and to use their writing skills motivating people to do their jobs well. Again, it's a process. We start with a word, we move to a sentence, and from there we move on to writing paragraphs. When we're finished, they feel a lot better about writing the letters, memos, and e-mails they do on a regular basis. Many later tell me about the knots they had in their stomachs when hearing about the writing classes they would be taking while at CCM.

Why are writing workshops essential to CCM?

From a management perspective, it's important for these managers to handle large staffs in an effective manner. Good writing skills help them do that. The CCM writing workshops teach them how to write persuasively and efficiently. The persuasive writing is particularly important because a big part of their job is persuading people to do things that may push their personal envelopes, although they are things that have to be done in the best interest of the organization. They also need to learn to write efficiently since that's the essence of business writing. Managers have to get their messages across quickly without wasting time or effort or expense.

Finally, writing skills develop the ability to get through materials quickly. The skills they learn can be applied to summarizing instructions and the information people need to do their jobs.

I can't stress this enough. Writing skills are critical to management positions. If these managers can go back and use their writing skills to be more persuasive and to get their messages across efficiently, it seems to me that they have achieved a jewel of why they are here.

What draws you to CCM?

The students and staff are tremendous. The faculty is serious and dedicated to what they are doing and the students are eager to learn.

There was a need for a course like this and you can tell as much when meeting the students. They come here so enthusiastic and so drawn to what we offer that it has become a real prize for me to work with them. Before I get on the plane to come and do my instruction, I say thank

you for letting me come to help these people do their jobs a little bit better.

I am also very gratified when students come up at the end of the workshops to say that they are comfortable with the writing process despite the knots in their stomachs at the start. They sound so relieved. They know they can take this material home to use at their centers and they're confident with the writing skills they now have to do the job. Those are the goose bump moments for me. There's a reason why I'm here. There's a reason why they're here. Those two meld together in such a nice way.

CCM is important for developing these and other skills. After all, management skills are acquired; they are not something someone inherits. We need new managers constantly. It's important for the efficient running of any communications system. The tools we give them are essential in their growth as managers. CCM sets the foundation for better leaders.

Academy Beginnings

Idea for CCM course was sparked by personal experience



Life Experience Carlynn Page, NAED associate director, came up with the idea for the course based on experiences she had as a new communications center manager.

The need for an educational program designed exclusively for communications center management became evident to me several years ago while I was manag-

ing a center in northern Utah. I was promoted to the position despite the lack of any formal training specific to the job. That type of training simply did not exist. As was generally the rule, I was selected because of my skills and outstanding performance as a dispatcher.

Several years later I accepted a position with the National Academies of Emergency Dispatch® (NAED). I was a huge supporter of emergency protocols and understood the importance of achieving Accredited Center of Excellence (ACE) status. An ACE emphasizes professionalism and quality; the designation is the epitome of the best we offer to the public. My position at the Academy was to encourage this same sense of professionalism in 9-1-1 communications centers nationally and internationally.

The ACE connection gave me the idea for an innovative program that would help raise the professional management side of operations. Such a program would fill a void I had long recognized and experienced myself.

I knew the program had to focus on ways managers could help communications centers thrive. I contacted Jay Fitch, Ph.D., of Fitch & Associates, because of his expertise in this area and his organization's success in creating similar programs in the emergency services field. We brainstormed an approach that would best serve my target group—the communications center staff.

From its start nearly a decade ago, the Communications Center Managers (CCM) course has attracted the aspiring, new, or experienced manager who wants to move ahead in leadership positions. To achieve that goal, CCM provides a comprehensive foundation of management/leadership theory, practice, and case studies in small classes of motivated individuals. The faculty includes experts in the art and science of management as well as guest speakers who are topnotch in the emergency communications profession.

The networking among CCM students is particularly rewarding. They are eager to interact with peers who share their same concerns. An important emphasis of the program is helping them build these professional relationships.

There are so many positive aspects to CCM. Not only does it offer a tremen-

dous opportunity to meet and interact with peers, but it also switches careers into full gear.

I encourage you to take a close look at what we offer and invite your questions. My Academy e-mail is carlynn.page@emergencydispatch.org.

Academy Goals

CCM course is part of the Academy's broader vision



Great Week NAED President Scott Freitag sees the Academy goals come to life at CCM.

This is always a motivated group of individuals and all are very eager to strengthen their leadership skills.

CCM emphasizes skill building and improves

management ability through both classroom and online sessions that focus on interaction and networking. The days spent in class are intense. Here

students discuss issues related to the individual communications centers and talk

through ideas and solutions presented by their peers and CCM's

expert faculty. The small and large group settings, plus the online capabilities, create a dynamic atmosphere in which everyone participates. The course culminates in the presentation of student-run research projects. Believe me, no one goes home empty-handed—literally or figuratively. Students leave ready to successfully apply what they've learned.

The projects leverage the use of the Baldrige criteria for performance excellence. The criteria take a holistic perspective to leadership and focus on two goals: delivering ever-improving value to customers and improving overall organizational performance. A national award, named in honor of the former Secretary of Commerce, Malcolm Baldrige (from 1981 to 1987), is presented to businesses, including nonprofit enterprises, judged to be outstanding in seven areas: leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; workforce focus; process management; and results. CCM students are divided into groups, with each group member selecting among the Baldrige criteria for further examination through interviews with leaders in emergency communications. The groups provide the results and analysis during the final week of classes.

Students walk away with a packet of best practices they can refer to when making decisions affecting quality and performance excellence.

A second outcome of the group experience—aside from the knowledge they've gained—is the experience of working as a group. These were more-or-less strangers brought together out of the desire to enhance their careers and to help their centers become the best in the industry.

CCM gives them the opportunity to build working relationships within a relatively short period of time.

The Academy's goals to advance professionalism and provide opportunities for members to improve themselves are at the core of CCM curriculum.



Graduation Day

CCM benefits far into the future



Richard Jackson
Montgomery CO. Hospital
District; Conroe, TX

Richard Jackson

No one had to twist Richard Jackson's arm when he heard he would be attending the Communication Center Manager (CCM) course. And now that it's over, well, some things never end.

"The connections I made are remarkable," he said. "These are people who will stay as contacts."

Jackson, a supervisor for the Montgomery County Hospital District (MCHD) communications center (nicknamed "Alarm") in Conroe, Texas, cited the program structure, expertise, and, of course, the networking for making CCM the best management course he has attended since his promotion from dispatcher to line supervisor.

The tip of his hat, he said, goes to fellow students, providing insight into the universal problems communications centers seem to attract. The camaraderie he attributes to course structure promoting discussion led by instructional experts and the time allotted between sessions and onsite classes.

In other words, each phase of CCM builds and reinforces the other.

"Everything worked together," he said. "We could talk about our problems and troubleshoot solutions. The environment CCM creates makes that ideal."

MCHD EMS provides emergency and non-emergency ambulance transport for the citizens and visitors of Montgomery County. Covering 1,100 square miles and serving a population of 460,000, the agency responds to approximately 40,000 calls for assistance and transports about 24,000 patients to area hospitals annually. In April 2007, MCHD was certified as the 111th Accredited Center of Excellence (ACE).

Eric Callender

It's doubtful anyone looked twice when Eric Callender signed up as a volunteer firefighter at age 16 or for an EMT course directly out of high school. No one probably questioned his decision to certify as a paramedic after he left his federal firefighting job. Many may have thought he'd return to the streets once over an injury that put him in the communication center.

But that wasn't the case.

"I love this line of work," said Callender, EMSA Communications Center Manager in Oklahoma City, Okla. "I grew up in an emergency services family and once moving to communications, I found this is where I want to stay."

Callender first dispatched in El Paso, Texas before relocating to East Texas where he landed a dispatch position with East Texas Medical Center EMS. Just over two years ago, he was selected as manager for the Oklahoma City center established in 1990 by Emergency Medical Services Authority (EMSA) parent office in Tulsa, Okla.

And that's where his problems started or, at least, the issues convincing him that the Communication Center Management (CCM) course might be a practical choice.



Eric Callender
EMSA; Oklahoma City, OK

It was.

"CCM is great," he said. "The classes and instructors are phenomenal, and there's lots of interaction. The networking was really good."

More to the point, CCM put a fresh spin on Callender's perspective. He point blank told his peers at CCM about the issues he was dealing with as an "outsider" brought in to manage an established 9-1-1 community. No matter what he tried, he couldn't seem to break the communications barrier. Ironically, the environment CCM instructors establish for students was similar to the setting he wanted for the center.

"[Instructor] Dave Nelson helped us to feel comfortable. He made it easy. We could speak freely. We were collaborative," he said. "I brought back a fresh outlook. My personnel always understood I was here to support them but, now, I'm trying harder to bring out the positive and keeping my personnel more informed about what's going on."

EMSA was established in Tulsa in 1977 and later expanded to include Bixby, Jenks, Sand Springs, Oklahoma City and Edmond in Oklahoma. EMSA responds to more than 110,000 calls and transports more than 70,000 patients by ambulance each year.

Chad Campbell

Chad Campbell may have appeared to be the quiet guy at CCM, but that's only because he was busy soaking up all the information.

"I had no management experience," said Campbell, manager, Woodward

County EMS (Okla.) communication center. "I needed this."

Campbell manages a center that was not yet taking calls by the time CCM was over in November 2010. It was a start-up prompted by a decision that they could no longer sit back and watch dispatch continue without proper training.

"In Oklahoma there are no training requirements for dispatch," he said. "So, very few agencies require anything at all. We had to do something."

And that's just what they did.

Woodward County EMS representatives, including Campbell, went before the City/County Council proposing EMD training and certification through the National Academies of Emergency Dispatch (NAED). The council said no. There wasn't enough funding available. Case closed.

Woodward County EMS persevered. They applied for and received a state grant, which was used to establish a secondary PSAP for medical calls within the ambulance service area. The four full-time and six part-time dispatchers were trained

right time, he said.

He established a network of peers and modeled the Woodward County EMS center after the two EMSA centers he visited (he met supervisors from both centers through CCM). He can tap into the advice of other managers he met when further along in plans to develop the existing communication center into a regional service.

It's been a win-win situation: a new center started from nothing and management skills building on the experience of others in the profession.

There's also icing on the cake.

"The manager of the city/county EMS sees the benefit in EMD," Campbell said. "It has him thinking about EFD and EPD training at that center."

Neal Hoppe

Managers attending CCM anticipate a venue for assistance in problem solving, also, the opportunity to pitch in advice about what has proven to work at their respective center.

Take Metropolitan Area Communications Center (MetCom) in Centennial, Colo., for example. Established in 2006, MetCom provides fire and medical communications to the South Metro Fire Rescue Authority and the West Douglas County Fire Protection District. MetCom's technology is cutting edge and the no one could fault the staff for lack of innovation.

"We've got our screws down tight here," said Dispatch Supervisor Neal Hoppe, who has been in dispatch for 10 years preceded by five years as a firefighter. "I didn't go there [CCM] with an immediate issue."

Geographical diversity is the secret behind MetCom's operations. The 266 square miles the center covers feature everything from high-rise commercial buildings to huge chunks of wild space, which, combined requires some rather unique programming.

Managers approached Hoppe with questions about the centers 24-hour Kelly cycle complementing the firefighter schedule, in house training program, and the Incident Dispatch Team (IDT) established in 2008.

On the first note—24-hour shifts—the four dispatchers assigned to each shift

rotate between work and rest; sleep rooms down the hall from the actual center mean all four dispatchers can be on duty



Neal Hoppe
METCOM; Centennial, CO

during a major incident. Eight of the center's 12 full-time dispatchers are IDT qualified through MetCom's in-house training academy, and two IDT members are scheduled per 24-hour shift.

The in house training program—point two—covers a range of disciplines from the basics of firefighting to building a communications plan. Credentials from disaster planning agency certification courses extend longer than the letters in their names.

The IDT members arrive onsite to incidents in either of two fully equipped response vehicles; there are also two IDT staff SUVs. The incident command radio provides interoperability, bridging dissimilar systems and frequency bands.

"People appreciated the information," Hoppe said.

But it wasn't a one-way street. CCM added 40 dispatch professionals to Hoppe's contact list and he also has access to the full group through the online network course sponsors—Fitch and Associates—post following each annual session.

Hoppe said CCM had been both a personal and professional goal, and a course Center Director Paul Smith makes sure each member of his leadership team attends.

"CCM is great for anyone assuming supervisory positions," Hoppe said. "It's



Chad Campbell
Woodward CO. EMS;
Woodward, OK

and certified. The center went live Jan. 31, 2011.

"The improvement is striking," Campbell said. "It's a big benefit to have the proper information to paramedics before they arrive on the scene and a big benefit for citizens needing pre-arrival instructions. We already have several incidents showing the difference protocol has made."

The CCM course came at just the

definitely one of those courses where you get what you make of it.”

Emily Cole

Leaving Central EMS in Fayetteville, Ark., for a job in a center that did not use protocol made Emily Cole downright uncomfortable.

“Dispatchers just sort of winged it, and that wasn’t for me,” said Cole, who had up to that point worked most of her career at Central EMS. “I like the way the protocol is set up and the ability to get the right information for the response.”

Rather than “free lance” at a communications center close to her husband’s job transfer, Cole, a certified EMT, took a job on the ambulance. The two years spent on the street was the longest she had spent away from dispatch, making a move back even more welcoming when her husband announced yet another transfer.

“We were going back to Fayetteville,” she said. “I could go back to Central EMS and dispatch.”

Back in Fayetteville, Cole was promoted to Captain at Central EMS. Eager to enhance her management skills, she registered for CCM and became part of



the largest class in the course’s three-year history.

“I didn’t know anyone,” she said. “I had seen David [Nelson] and Carlynn [Page] at Navigator, but that was about it.”

Cole met her 40 other classmates during the CCM online session in August 2010, which made it easier to fall into discussion when the full class met onsite in September. She can’t recall any last

said this is the very reason the National Academies of Emergency Dispatch® NAED and Fitch & Associates developed the program.

minute jitters prior to presenting the required final presentation during a second week onsite in November.

“I was comfortable discussing issues with people I had known for only a short time,” she said. “The entire course was very enjoyable.”

Cole said CCM gave her a fresh perspective on the role a manager plays in the communication center. In addition to developing improved communication techniques in direct conversation, she also gained the writing tools necessary to communicate better on paper and through electronic formats.

“We learned approaches to motivate our staff, and how to offer suggestions that don’t come across as criticism,” she said.

While Cole keeps in contact through e-mails and phone conversations, she looks forward to meeting face-to-face at the graduation ceremony held onstage at the NAED’s annual Navigator Conference.

“I’d recommend this course for all managers,” she said. “It’s well worth the time spent away from the job.”

- Asynchronous, online learning
- Individual and group project work
- Leadership Practices Inventory (LPI)
- Leadership Cinema
- ACE center tour

A large part of the CCM learning experience includes participating in a group team project between learning sessions and presenting results to your peers in the second learning session. The Group Project is based on the 2009-2010 Baldrige National Quality Program Criteria for Performance Excellence. Completing the project successfully will require individual and group work between sessions. The results of the team’s work will be displayed in the second learning session as a poster, which each project team will present to your peers.

NETWORKING

CCM also gives you a network of like-minded and motivated individuals. The professional relationships developed during the CCM course are the cornerstone to an individual’s continued success.

“The best learning comes from peers,” Williams said. “Students learn that they’re not alone. They are with colleagues who share their same concerns and challenges. They talk about ideas and solutions that can apply in their own situations.”

CCM graduate Jeff Fraser of Emergency Medical Care, Inc., Canada, emphasized the importance of networking that he gained from attending the course.

“The relationships built [at CCM] are something that will hopefully last forever,” he said. “Although we’re no longer there, I have 37 others in a network I can go to for help and ideas.”

STRUCTURE

Every CCM course begins online and continues through two onsite sessions, each lasting six days for a total of 12 days spent in the classroom. There is a period between the two class sessions and during those weeks instructors monitor online distance learning that includes on-going assignments and discussions. You may expect up to four hours of work per week between online and group project activities. Fitch & Associates found that interval to be practical for full-time workers and it enhances the learning and retention process.

This is not your regular training program, Williams said.

“CCM is an opportunity to practice excellence using several approaches to enhance the learning experience,” he said.

It is definitely two weeks that will change your life.

EDUCATIONAL OBJECTIVES

The core curriculum includes the following topics: Human Resources, Finance, Customer and Media Relations, Communications Center Operations, Personal Development, Administration, Legal, Managing Technology, and Emerging Issues.

Graduates of CCM will:

- Display competency in fundamental principles of leadership and communications center management.
- Develop analytical skills during problem-solving exercises involving “real world”

communications center challenges (such as how to plan and implement a new CAD system, create a request for proposal, or develop a staffing plan).

- Understand principles of risk management and legal issues related to emergency dispatch and hiring practices.
- Be trained in budgeting and finances as they relate to staffing, operations, and equipment at an emergency communications center.
- Practice communication skills, including writing effective (and persuasive) reports and memos, public speaking, dealing with the media, and providing feedback.
- Learn how to build teams and prepare organizations for change, work with a team on a class project for hands-on applications of newly acquired skills, and run a meeting.
- Hear directly from expert guest faculty on the emerging trends in emergency communications including technology, system design, and the political environment.

COURSE FACULTY

Fitch & Associates has been a leading management consultant for the emergency care and public safety professions for nearly 25 years. It has been conducting management certificate courses for emergency services managers using this format for more than a decade. The core faculty for this course includes: Jay Fitch, Ph.D.; David M. Williams; David E. Nelson, D.Min.; and Carlynn Page. Guest faculty are selected based on current events and the needs of each class.

PROGRAM DEVELOPERS

The National Academies of Emergency Dispatch is the world’s largest training and standard-setting organization for emergency dispatchers and managers with

more than 40,000 members in 21 countries and more than 2,800 communications centers licensed to use its protocols. Call 800-960-6236 or visit www.emergencydispatch.org for more information.



Fitch & Associates is a recognized leader in emergency services known for a low-key approach and innovative solutions to operational, technical, and human resource issues. More information is available by calling 816-431-2600 or visiting www.fitchassoc.com.



TUITION AND REGISTRATION

The \$2,110 in tuition includes online sessions and 12 days of classroom activities with multiple teachers and content experts, all program materials, coursework, assessment (a multi-reviewer survey, Myers-Briggs, etc.), and follow-up between classroom sessions. The class is

limited to 40 registrants;

there is a late fee of \$200 for registrations after June 27, 2011. A five percent discount is available for participants from Accredited Centers of Excellence.

The National Emergency Number Association (NENA) approves CCM for Emergency Number Professional (ENP) recertification credit; NENA is the country’s leading emergency communications organization with more than 7,000 members represented in state chapters.

For additional information about the CCM course agenda and objectives, visit www.emergencydispatch.org.

For registration information, contact Sharon Conroy, Fitch & Associates, at 816-431-2600 or sconroy@emprize.net. or register using the registration form on the back of the magazine.

Syllabus

Want just the facts? This is the place.

ples, active learning, and peer interaction.

In addition to expert presentations, you’ll learn through hands-on activities while building relationships among other highly motivated individuals eager to tackle the same concerns. This fresh approach to adult instruction immerses you in the learning experience through individual and group activities designed to simulate the realities of today’s workplaces.

CCM Coordinator David Williams

“We wanted to bring communication center management training to the next level,” Williams said. “People who take the program want to grow, test the paradigm among like-minded individuals, and be challenged in what they do. They want to become the successful leaders of the future.”

The mix of learning methods includes:

- Onsite, face-to-face instruction and facilitation

CCM 2011 REGISTRATION FORM

REGISTER BY
JUNE 27
AND SAVE \$200!

Online Begins: August 22
Onsite week 1: September 25-30
Onsite week 2: November 6-11

Company Information:

Company Name: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Country: _____ Phone: _____
 CEO Name: _____
 Email: _____ Website: _____

How did you hear about CCM?
 Email Marketing
 Brochure at Conference
 Past Attendee
 Referred by a colleague
 Fitch & Associates Website
 Web Search (e.g., Google, Yahoo)
 Other, please describe _____

Registration Fees: Register by June 27, 2011 and save \$200!

	EARLY*	REGULAR
CCM Course 2011**	\$2,110.00	\$2,310.00
ACE Accredited Organization***	\$2,004.50	\$2,194.50

*Must be paid in full by June 27, 2011
 **Required: Laptop with Wi-Fi, PDF reader, and Office Productivity Suite
 ***Subject to verification

Program tuition is \$2,110. A late fee of \$200 will be charged for registrations after June 27, 2011 (ACE registrants will receive a 5% discount off of the cost of the course). Tuition includes the live and online faculty sessions, materials, a work style profile, 360 survey and complimentary Navigator passport (valued at \$450).

Attendee Information:

Attendee 1	Job Title	Email
Attendee 2	Job Title	Email
Attendee 3	Job Title	Email

Please copy this form to register additional attendees.

Method of Payment

Check
 Bill Me (PO Required, Term Net 30)
 Visa
 MasterCard
 Card # _____

Expiration Date (month/year): _____
 Authorizing Signature: _____

Credit Card Billing Address (if different from above)

Name on card: _____
 Address: _____
 City: _____ State: _____ Zip: _____
 Country: _____ Phone: _____
 Email: _____

Total Registration Fees Due = \$ _____

Completed registration forms may be submitted to:

Fitch & Associates Fax to Sharon Conroy
 PO Box 170 (816) 431-2653
 Platte City, MO 64079

Questions? Call 816.431.2600 or email sconroy@emprize.net or go to www.fitchassoc.com

Cancellations received prior to June 27, 2011 are subject to a \$250 service charge. Cancellations received thereafter and "no shows" are subject to the full conference registration fee. The registration fee may be applied one-time to the next scheduled CCM program and a \$250 fee applies; otherwise, the full registration fee is forfeited. Cancellations must be in writing to: Fitch & Associates by fax (816.431.2653 or by email (sconroy@emprize.net).

Make additional copies for multiple attendees. For an online version please visit:
http://www.fitchassoc.com/conferences_CCM_Course.html

Questions? Call 816.431.2600 or email sconroy@emprize.net or go to www.fitchassoc.com