

COURSE OF PROFESSIONAL DEVELOPMENT¹

Associations — Chambers

Experience Level	0 – 3 Years	3 – 10 Years	10 + Years
Descriptor	Administrative - Entry Level Principles of Association Management	Management Level Specialized Pathways	Advanced – Leadership Level CEO and Department Mgrs.
Premise	Employee has minimal or no knowledge of association or chamber management, nor understanding of the unique aspects of nonprofit organizations. [Employee often views position as “simply a job” without understanding of the professional opportunities for advancement.]	Employee has built core knowledge in specialty areas or department, for example membership, communications, and meetings or may be striving to be department management, deputy CEO or CEO. [Committed to the profession; intends to advance.]	Understands comprehensive operations and proficient in the domains of <u>CAE, CCE, RCE, etc.</u> (governance-structure; leadership; administration; relationships; and programs/services) and the criteria of <u>Peer Review</u> (governing body, structure, programs, staffing, finances, membership, communications, membership, government affairs, and technology.)
Min. Budget² per Employee	\$500 - \$1,000 Yr./Person	\$1,000 - \$2,000 Yr./Person	\$2,000 - \$5,000 Yr./Person
Core Courses	<ul style="list-style-type: none"> Budgeting and Finances Board and Committees Membership Strategies Presentation and Communication Skills Effective Administration Governing Documents Marketing and Public Relations 	<ul style="list-style-type: none"> Strategic Thinking Risk Management Advocacy Coalitions and Alliances Revenue Stream Organizational Excellence 	Education selected by the advanced practitioner professional to keep them on the cutting edge of nonprofit management.
Examples Sources ASAE Allied Soc. of ASAE US Chamber Institute US Chamber IAM, IOM	Core knowledge courses to understand and advance in the profession. <ul style="list-style-type: none"> Regional seminars and conferences Roundtable discussions In-house training On-line education Study groups 	Advanced courses for professional development and certification designations. <ul style="list-style-type: none"> National and regional conferences Specialized educational courses Roundtables, book reviews, etc. CAE, CCE, RCE preparatory courses Institute for Organization Mgmt. 	Strategic thinking among peers; retreats; and advanced specialty programs <ul style="list-style-type: none"> National conferences Leadership retreats Strategic forums Fellowships and research

Recommendations: 1) Education be promoted as part of a progression; big-picture perspective. 2) Professional development funding is not a last-minute budget item but a carefully presented proposal to the board. 3) Identify educational resources as basic, specialized and advanced.