

CAE 100 Association Leadership, Change, Strategy & Structure

Instructor As assigned

Office Virtual

Office Hours As needed

Required Books:

1. Humphrey, S. L. & Evans, D. (2012). *Guide to Positive Staff-Board Relations for Directors of Not-for-Profit Organizations*. Toronto, Canada: Canadian Society of Association Executives.
2. Watson Advisors Inc. (2015). *Duties and Responsibilities of Directors of Non-Profit Corporations*. Toronto, Canada: Canadian Society of Association Executives.
3. Pealow, J. & Humphrey, S. L. (2013). *Canadian Association Management*. Toronto, Canada: Canadian Society of Association Executives, 2nd Edition
4. Shand, J. (2002). *The Role of Volunteers in Non-Profit Organizations*. Toronto, Canada: Canadian Society of Association Executives.

Description:

CAE 100 introduces core information about associations and their stakeholders, goals, leadership, governance, structure and strategies. In every sector, change is constant and necessitates that associations continually engage in change planning and strategy. In order to take steps toward effective change, it is critical for association leaders to have both an understanding of association's infrastructure and function and to ensure key stakeholders are actively involved.

Objectives:

Upon completion of Associations in Society, students will be able to:

- understand the purpose, relationships, and value of associations;
- identify and analyze trends and issues facing associations;
- describe the different types of associations;
- explain how associations are funded and what services they provide; and
- discuss and explain the value of associations.

Upon completion of Association Volunteer Leadership, students will be able to:

- understand who and how to recruit, train, and recognize volunteers;
- develop orientation and training processes to help volunteers fulfill their role;
- understand the roles and responsibilities of volunteers;
- understand the differences between staff-driven and volunteer-driven associations;
- recognize the attributes of successful volunteer leaders;
- understand criteria for the identification and selection of volunteers;

- understand how to attract and retain quality volunteer leaders;
- discuss different styles of volunteer leadership;
- develop guidelines for volunteer involvement in your association;
- develop an orientation session for volunteers; and
- develop an evaluation form so individual leaders, committees, and boards can assess their performance.

Upon completion of Association Executive Leadership, students will be able to:

- establish and work with governance groups to complete and evaluate their work;
- understand the role of staff and desirable structures to support associations;
- recognize ethical responsibilities and dilemmas;
- understand the key leadership attributes of a successful association manager;
- understand the changing role of the association executive;
- discuss the importance of continuous learning, teaching, and mentoring;
- recognize responsibilities for innovation and creativity;
- discuss the various relationships between staff members, and staff and volunteers; and
- understand systems thinking, analysis and synthesis, and problem-solving skills.

Upon completion of Governance, students will be able to:

- understand the distinction between governance and management and applicable responsibilities for decision-making;
- understand how policy, board motions, and bylaws are developed and implemented;
- explain the role of the board, individual directors, and committees;
- understand accountability and relationships;
- discuss various models/structures used in governance;
- discuss the importance of communications;
- understand the role of chapters and their relationships; and
- consider continuous improvement opportunities for an association's governance role and structure.

Upon completion of Governance Operations and Accountability, students will be able to:

- identify recruitment and selection practices used by boards;
- discuss some of the staff evaluation processes used by boards;
- develop contracts for employment and compensation;
- explain the role bylaws play in elections, nominations, and other operational matters;
- identify some of the better practices for meeting preparation, an agenda, and running a meeting;
- discuss and understand the importance of the decision-making process;
- discuss the types of staff structures to support association governance;
- understand the extent and responsibility for reporting to fulfill accountability requirements; and
- identify ways and means to ensure the required accountability is provided.

Upon completion of Strategic Management (Directions), students will be able to:

- discuss the nature of strategy formulation;
- assist and guide the association in establishing a vision and mission shared by all key stakeholders;
- understand the importance of developing and maintaining a strategic management process;
- establish and maintain a strategic management process;
- understand the relationship of strategic thinking to strategy formulation;

- use the strategic management process to involve key stakeholders in defining the mission and plans as appropriate;
- understand critical components of the planning process;
- understand what a high-performance association is;
- identify some of the barriers to becoming a high-performance association;
- discuss an association's efforts to become a high-performance organization;
- develop an analysis of an association's external environment;
- use SWOT to identify business strategies for associations; and
- characterize your own or another association's orientation toward strategic management, provide an overview and assessment of the current state of strategic management, and identify opportunities for improvement.

Upon completion of Strategic Management (Action and Evaluation), students will be able to:

- discuss the nature of implementing and evaluating strategy;
- understand methods and impacts when implementing strategy;
- use standards, performance indicators, and policy to support strategy implementation;
- develop commitment, ownership, and timing to reflect resource capability;
- understand the importance of measurement and practices to monitor and evaluate plans and related processes;
- develop effective processes to ensure that adequate monitoring and evaluation occur;
- use a continuous improvement approach to review and comment on plans;
- discuss barriers to implementing strategy;
- identify when strategy is failing;
- develop policy to support strategy; and
- understand different types of standards and discuss their impact on performance.

Upon completion of Working Together, students will be able to:

- understand team-building techniques and the importance of team dynamics;
- understand how to be a team leader or member of a multi-function team;
- appreciate the value of diversity and use of effective communication skills;
- discuss how to build a climate with enhanced involvement and commitment;
- explain how a team approach can be effective; and
- assess an association's current efforts at working together and how they might be able to improve.

Upon completion of Associations and Change, students will be able to:

- recognize stages within the change process and the importance of flexibility and negotiation;
- identify why attempts to change fail;
- discuss resistance to change and possible responses;
- recognize the types of change and related leadership styles; and
- discuss your change style and its implication on the management of change.

Assignments and Participation

This course takes place over a 12 week time frame- with several weeks allotted specifically so students may work on their mid-term and final projects.

On a weekly basis students are expected to review the course materials, readings, videos, audio recordings, and to participate in discussion board forums. Students may work ahead to read future weeks and draft initial discussion board posts, but must be active in the current weeks discussion in order to receive participation points. Specific posting deadlines can be found within each course. Each week contains two discussion questions, please respond to both questions as well as two of your colleagues' posts in each forum. Each week also contains a required Research Activity, a Knowledge Check quiz and reading materials.

This course has two main assignments- a mid-term and a final project. Students are given weeks within the course in which they are not required to complete readings or participate in discussion forums. Final assignments may be submitted at any point during weeks eleven and twelve.

Resources

Course Materials: All required course material is included within the course via pdf or external URL. If at any point, a broken link occurs or information is missing, please contact cae@csae.com immediately.

Writing Centre: The Writing Centre contains resources on writing, writing mechanics, report construction, reference citation as well as templates for student use. If the Writing Centre does not cover a topic, template, or resource material that is needed, please send a request to cae@csae.com.

Resource Centre: The Resource Centre contains information on CSAE policies, online learning, time management and other topics to help support students progression through the program. Need additional resources? Contact cae@case.com.

Deadlines: Deadlines should be followed, unless pre-arranged with the instructor. Discussion board forum participation is limited to the present week and absences must be discussed with the instructor.

Policies

Students are expected to review the Student Handbook and adhere to academic and operational policies. Question about a policy? Contact cae@case.com.

Plagiarism: CSAE requires that all non-original work be accompanied by an appropriate citation or attribution to the author. Students are permitted to reference original ideas utilized in prior assignments, however this does not include cutting and pasting or using previously submitted work verbatim. CSAE takes plagiarism very seriously and reserves the right to permanently expel any student who is found to have plagiarized.

Discussion Board Etiquette: Students are expected to be respectful of each other and refrain from any inflammatory, aggressive or derogatory remarks or comments. As well as any behaviour which is harassing in nature. CSAE takes a safe and healthy learning environment seriously and right to permanently expel any student who is found to have engaged in harassment or disrespectful behaviour.

Evaluation:

The passing grade for this course is 60%.

Evaluation is comprised of four components:

1. Participation - 20%
2. Weekly Quizzes – 15%
3. Mid-Term - 30%
4. Final - 35%

Participation

One of the key aspects of the CAE® program is the enhanced level of learning that results from student interaction within the system. By sharing ideas, experiences, and thoughts relative to the material being presented, students will find their learning more effective and interesting. If you wish to receive top marks for participation it will be necessary to complete all of the discussion activities; ensuring that responses are thorough, and for each discussion activity ask questions, challenge, offer different perspectives, etc.

Assignments

1. **Mechanics:** The completed assignments should meet the following criteria; See the Writing Centre for a report template.
 - Include a title page identifying your name, the course, assignment number, and topic.
 - Pages should be single-spaced.
 - Regular type should not exceed a 12-point font or be less than 9-point.
 - Use a common font such as Times, Arial, etc.
 - Number pages and use a one-column page format.
 - Use endnotes or a bibliography at the end of the assignment instead of footnotes.
 - Save and upload your assignment to Moodle using your last name, the number of the course and your assignment. For example, Johnson100-1. Please note that single file upload size is limited to 1MB. If your assignment is above this limit, save as separate files. You may upload 5 files for each assignment. If you encounter difficulties, email the assignment to cae@csae.com before the due date.
 - Complete the assignment using Microsoft Word or something compatible.
 - When including appendices, embed them into your assignment file.
2. **Reports:** The assignments in CAE® 100 ask you to take the role of a consultant external to an organization. Your assignment submissions should reflect this role and be of board submission quality. Before submitting assignments, ask yourself if you would feel comfortable submitting to your Board. The Writing Centre contains tips, templates, and resources on the mechanics of reports, how to use APA or MLA citations and writing. If you need additional assistance with writing, there are links to external resources and tutors available for hire.

Mid-Term 30%

The assignment should be a minimum of 2,000 words and should not exceed 3,000 words. This does not include appendices. You may complete this assignment based on either your own association or another with which you are familiar.

You are a consultant hired by an association (this can be your association or another one that you choose) and are required to prepare a report to the Board of Directors. The association is seeking your guidance because it is having the following problems.

- They cannot attract the quality and quantity of volunteers they need for the board of directors.
- Some board members have been serving for years as there are no end dates to terms.
- Current volunteers are often frustrated because they are not sure what their involvement is supposed to be. This situation often results in clashes between the volunteers and staff.
- The board doesn't have a formal policy manual.
- There has never been a formal orientation of any kind in the association.
- The Board or committees have never assessed their performance.

Your report should respond to each of the above issues by examining the current situation, identifying the desired situation for each issue, barriers that may need to be overcome, and provide specific recommendations and examples if possible on how each situation can be improved.

Final 35%

This assignment accounts for 35% of your course grade and is to be completed at the end of Lesson 9 and before the end of Week 12. You can start this assignment at any time prior to completion of Lesson 9.

The assignment should be at least 3,000 words and must not exceed 5,000. This does not include appendices. You may complete this assignment based on either your own association or another with which you are familiar.

The Board wants to ensure that members have a high performance association working on their behalf. The board is aware that this will require moving from occasional strategic planning activities to a comprehensive strategic management model.

You have been hired as a consultant by the Board. You have the task of reviewing current association processes and recommending new policies and practices that will help the board achieve their goal of implementing the strategic management model.

- Policy & Processes
- Budgets
- Values
- Teamwork
- Accountability
- Strengths, Weakness, Opportunities, & Threats (SWOT) analysis
- Tactical elements (performance indicators)
- External environmental analysis
- Other related activities
- Vision
- Strategy
- Action & Responsibilities
- Change management
- Mission

Recommendations should be supported with examples, where necessary, and a supportive action plan.

Course Schedule:

Week	Topic	Required Reading
One	Associations in Society	See Course
Two	Association Volunteer Leadership	See Course
Three	Association Executive Leadership	See Course
Four	Governance Roles and Structure	See Course
Five	Governance Operations and Accountability	See Course
Six	Mid-Term Assignment	N/A
Seven	Strategic Management Directions	See Course
Eight	Strategic Management Action and Evaluation	See Course
Nine	Working Together	See Course
Ten	Associations and Change	See Course
Eleven	Final Assignment	N/A
Twelve	Final Assignment	N/A