

CAE 200 Association Membership Services

Instructor As assigned **Phone**

Office Virtual **E-mail**

Office Hours As needed

Required Books:

1. Pealow, J. & Humphrey, S. L. (2013). *Canadian Association Management*. Toronto, Canada: Canadian Society of Association Executives, 2nd Edition.
2. Pealow, J. (2013). *Benchmarking and Best Practices for Associations*. Toronto, Canada: Canadian Society of Association Executives.

Description:

Association managers require factual knowledge and data about their members in order to analyze and evaluate products and services. CAE 200 delves into investigating member needs and the communication relationship between associations and members. This course will review evaluation for products and services and the concepts of quality, pricing, benchmarking and member satisfaction. Students will learn the steps for developing and implementing an association marketing plan as well as read about knowledge management.

Objectives:

Upon completion of Understanding Members, students will be able to:

- understand the importance of member research in relation to the effective functioning of an association;
- gain awareness of different approaches to member research, and assess the strengths and weaknesses of these approaches;
- identify the key stages of the research process to ensure that tasks are undertaken in a logical, strategic manner;
- link member research activities to the overall strategic planning and program development process within your association; and
- explore cost-effective ways that can help association executives meet their member research needs, given resource limitations.

Upon completion of Member Communications and Relationship Building, students will be able to:

- understand the role that member communication plays as part of a broader relationship-building strategy;
- identify why associations need to develop member communication and relationship building plans and what elements they usually address;
- list and differentiate between different strategies and tactics associations employ as part of their approach to communication and relationship building; and
- examine the need to benchmark communication and relationship-building performance

Upon completion of Membership Recruitment and Retention, students will be able to:

- understand what goes into the development and execution of an effective membership recruitment plan;
- identify recruitment strategies which will help ensure you are able to reach your recruitment goals cost-effectively;
- determine the kinds of recruitment tools you will need to assist you with your recruitment efforts;
- understand the overall importance of membership retention as a staff-wide association responsibility;
- identify retention strategies to help ensure your members remain as committed supporters of the association; and
- assess the readiness of your association to undertake member recruitment and retention in a strategic fashion.

Upon completion of Member Products and Services, students will be able to:

- understand the range of services that associations provide to their members;
- recognize the pivotal role that member research plays in helping an association develop the right services for its members;
- identify key steps in developing new service offerings;
- appreciate the difficulties of demonstrating the value that members receive from intangible services such as government relations; and
- determine if and when product/service abandonment is a key strategic choice for your association.

Upon completion of Quality and Pricing, students will be able to:

- understand the various internal and external influences associated with pricing decisions;
- determine pricing levels based on break-even and desired surplus scenarios;
- understand the inputs that must be considered in implementing pricing policies;
- understand the importance of quality in serving members;
- understand and use benchmarking to improve practices;
- consider quality in decisions around pricing of products and services;
- understand and be able to apply, quality principles;
- convey the importance of quality to a number of internal and external audiences; and
- evaluate current initiatives and look for areas of quality improvement.

Upon completion of Marketing Products and Services, students will be able to:

- understand the importance of marketing to help build membership and increase program/service usage;
- identify marketing strategies, which will help you ensure that you are able to reach your key audiences of members and non-members;
- assess the significance of market segmentation as a key element of strategic marketing;
- understand the elements that go into an effective marketing plan; and
- assess the extent to which your association undertakes strategic marketing.

Upon completion of Strategy, Standards and Satisfaction, students will be able to:

- discuss various approaches used to establish links between strategy, standards and member satisfaction;
- understand the value in linking strategies to standards and member satisfaction;
- develop a process for creating links, monitoring the process and using the links to direct continuous improvement; and
- evaluate efforts to link strategy, standards and satisfaction, and identify opportunities for improvement.

Upon completion of Knowledge Management, students will be able to:

- define Knowledge Management;
- discuss the nature and elements of Knowledge Management;
- understand how Knowledge Management can improve organizational performance;
- understand the role of the Manager;
- discuss an organization's efforts to improve Knowledge Management activities;
- identify the "do's and don'ts" of Knowledge Management;
- how to establish Knowledge Management; and
- evaluate efforts to manage knowledge generation and application activities.

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 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. Deadlines for discussion forums are specific to each course-please check the deadlines document provided in the Introduction area. 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 ten, eleven or 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 and derogatory remarks as well as any behavior 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. 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:** Your assignment submissions should 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%

Prepare a proposal to establish a new product or service for your association. The proposal should include common proposal elements such as reference to research, member value, quality, pricing, marketing, delivery, financial investment and other relevant considerations.

This report should be between 2,000-3,000 words or 5-7.5 pages- not including supporting documents.

Final 35%

The final assignment requires benchmarking, which will require students to work with several partner organizations. It is recommended that students seek out partnerships and have three (required) secured by the third week of the course. Students may choose to work with up to five partner organizations. The final report should be between 3,000-5,000 words or 7.5-12.5 pages- not including supporting documents.

Using the CMA Benchmarking Guideline, [Tools and Techniques for Effective Benchmarking](#), or another resource, benchmark your association’s recruitment/retention, and product/services marketing activities against standards and best practices used by others.

Prepare a “Marketing Practices Benchmarking Project Report” for the association. The report should include information on the process, research, findings and analysis. Indicate in the report what changes you would recommend in marketing activities for the areas benchmarked and explain why. Support the recommendations with an implementation plan.

Course Schedule:

Week	Topic	Required Reading
One	Understanding Members	See Course

Week	Topic	Required Reading
Two	Member Communications & Relationship Building	See Course
Three	Membership Recruitment & Retention	See Course
Four	Member Products & Services	See Course
Five	Quality & Pricing of Programs & Services	See Course
Six	Mid-Term Assignment	N/A
Seven	Marketing Products & Services	See Course
Eight	Strategy, Standards, & Satisfaction	See Course
Nine	Knowledge Management	See Course
Ten	Final Assignment	N/A
Eleven	Final Assignment	N/A
Twelve	Final Assignment	N/A