

CAE 400 Association Operations Products & Services Syllabus

Term

E-mail

Instructor As assigned

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. (2001). *Benchmarking and Best Practices for Associations*. Toronto, Canada: Canadian Society of Association Executives.

Description:

CAE 400 provides the association manager with key insight into the products and services commonly offered through associations. Products and services play a pivotal role in implementing strategy and may often be determined by availability of resources. Due to products and services critical nature, the association manager needs to maintain a heightened awareness of industry trends, best practices, and competition. This course will provide information to help association managers in keeping their products and services relevant to stakeholders.

Objectives:

Upon completion of Publications and Information, students will be able to:

- understand how to plan, develop and manage publications and information;
- promote publications and information and continuous improvements to meet member needs;
- evaluate efforts to provide quality, relevant and timely publications and information, and identify opportunities for improvement;
- understand the key role publications serve for an association;
- discuss the changing nature of publishing and new delivery options (i.e. online and website development);
- discuss the various periodical formats;
- explain the value of a good editorial, layout and design; and
- understand the key issues of the publishing process and production.

Upon completion of Events, students will be able to:

- understand how to plan, develop and manage a variety of events;
- promote events and continuous improvements to meet member needs;
- evaluate efforts to provide quality, relevant and timely events, and identify opportunities for improvement;
- understand the essential steps in planning an event;
- know the importance of member input;
- know the event manager's role;
- understand the essential aspects of conducting an event; and
- understand the essential aspects of evaluating an event.

Upon completion of Education, students will be able to:

- understand how to plan, develop, and manage education programs;
- promote education programs and continuous improvements to meet member needs;
- evaluate efforts to provide quality, relevant and timely education programs, and, through benchmarking, identify opportunities for improvement;
- discuss success indicators relevant to the association's goals;
- assess the association's current educational services in light of the association's goals;
- understand the importance of each of the elements underlying successful educational programming;
- understand the different levels of evaluation, and their application; and
- improve educational programming through benchmarking.

Upon completion of Advocacy, students will be able to:

- understand how to plan, develop and manage advocacy activities;
- promote advocacy activities and continual improvements to meet member needs; and
- evaluate the association's efforts to provide quality, relevant and timely advocacy activities, and through benchmarking, identify opportunities for improvement.

Upon completion of Fundraising, students will be able to:

- identify the steps in developing a fundraising strategy for your association;
- understand the differences between sources of revenue and fundraising methods;
- identify various fundraising methods and determine the most appropriate activity for the association; and
- evaluate the effectiveness of fundraising activities.

Upon completion of Credentialing, students will be able to:

- understand how to plan, develop, and manage credentialing programs;
- promote credentialing programs and continuous improvement to serve members' needs;
- evaluate efforts to provide quality, relevant and timely credentialing programs, and identify opportunities for improvement;
- understand the difference between certification and accreditation;
- understand how the need for a credentialing program can be determined;
- discuss how to develop a credentialing program;
- understand the importance of evaluation; and
- know the essential "dos".

Upon completion of Other Services, students will be able to:

- understand how to plan, develop and manage a variety of other association products and services;
- promote other products and services;
- evaluate efforts to provide quality, relevant and timely products and services, and identify opportunities for improvement;
- learn about other types of products and services of associations;
- discuss their role in the association's other products and services and their success and failures; and
- identify why associations are becoming more involved in other products and services.

Upon completion of Strategic Alliances, students will be able to:

- understand the importance of alliances and partnerships;
- understand basic elements of mergers;
- understand some of the barriers to reaching agreements and how to overcome them;
- promote the use of strategic alliances and partnerships;
- evaluate the potential benefits of a strategic alliance or partnership; and
- evaluate the ongoing relationship with existing partners.

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

- understand what a project is;
- understand what a program is;
- understand the difference between program management and project management;
- understand what program management is about, challenges programs experience, and the role a program manager may be required to fill;
- understand what project management is about, challenges project experience, and the

- role a project manager may be required to fill; and
- evaluate efforts to improve the administration and delivery of programs and projects.

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. 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 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:** 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%

Identify a potential new service that your association could implement; this service should be one that will exceed your members' expectations and will generate new revenue. Conduct a feasibility study on this service, explore the options, develop recommendations and prepare a report for the consideration of your board of directors.

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

Final 35%

You are to undertake a benchmarking project on one of your existing programs or services. You are to complete a report to your board of directors including recommendations for areas of change or improvement (based upon your findings) along with implementation information.

The final report should be between 3,000-5,000 words or 7.5-12.5 pages- not including supporting documents.

If you have not yet taken CAE 200, review Tools and Techniques for Effective Benchmarking before beginning your assignment and contact your instructor with any questions.

Course Schedule:

Week	Topic	Required Reading
One	Publications & Information	See Course
Two	Events	See Course

Week	Topic	Required Reading
Three	Education	See Course
Four	Advocacy	See Course
Five	Mid-Term Assignment	N/A
Six	Fundraising	See Course
Seven	Credentialing	See Course
Eight	Other Services	See Course
Nine	Strategic Alliances	See Course
Ten	Project Management	See Course
Eleven	Final Assignment	N/A
Twelve	Final Assignment	N/A