

# CAE 500 Developments in Association Management Syllabus

## Description:

CAE 500 provides the learner with the opportunity to reflect on their experience in the CAE program; relating this experience to their current position and planning for future development. In this course learners will self-assess their mastery of non-for-profit leadership competencies; identify areas for personal improvement; create a professional development plan which will leverage strengths and build areas of opportunity; and apply knowledge gained throughout the CAE program towards a capstone project for their current or desired employer.

## Objectives:

### 1) Week One: Effective Research

#### a) Objectives

- i) Upon completion of Effective Research and Presentations, learners will be able to:
  - (1) Develop a research question and determine appropriate methods for assessment
  - (2) Describe different methods of research (qualitative/quantitative) and identify appropriate situations for each method
  - (3) Identify resources and application of online survey and focus groups
  - (4) Analyze credibility of online resources and describe benefits and deficits
  - (5) Identify and describe elements of good power point presentations
  - (6) Describe appropriate use of visual images, graphs and amount of information per slide.

#### b) Assessments

- i) Discussion Question One:
  - (1) Describe which method of research and tools you may utilize for your final project
- ii) Discussion Question Two:
  - (1)
- iii) Quiz: Develop a four slide PowerPoint presentation on one of this week's objectives- apply information learned.

#### c) Assignment

- i) Begin to think about final project ideas

### 2) Week Two: The Individual

#### a) Objectives

- i) Upon completion of The Individual, learners will be able to:
  - (1) identify areas of personal strength and opportunity as compared to the CAE(r) non-for-profit competencies
  - (2) Research and identify resources for professional development (professional associations, publications, networking groups, etc..)
  - (3) select professional development activities to strengthen areas of weakness
  - (4) articulate the importance of continuous learning and professional development planning for self and others
  - (5) formulate the framework of an ongoing professional development plan

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## b) Assessments

- i) Discussion Question One:
  - (1) Identify one resource for professional development- describe how you found and assessed the credibility of the resource, what you think is useful and why and what resources are missing
- ii) Discussion Question Two:
  - (1) Post your final project idea and seek/provide feedback to colleagues
- iii) Quiz
  - (1) Self-Assessment of CAE competencies (graded on completion only)

## c) Assignment

- (1) Submit a one page reflection on your self-assessment
- (2) Begin work on professional development plan

## 3) Week Three: Non-For-Profit Leadership

### a) Objectives

- i) Upon completion of Non-For-Profit Leadership, students will be able to:
  - (1) differentiate non-for-profit leadership from other sector leadership;
  - (2) identify challenges that are specific to non-for-profit leadership;
  - (3) describe characteristics and behaviours of successful leaders;
  - (4) identify personal leadership style
  - (5) apply and incorporate understanding of leadership style to an ongoing professional development plan.

### b) Assessments

- (1) Discussion Question One:
  - (a) Discuss one or two challenges that non-for-profit leaders may encounter and resources they may leverage to inform decision making.
- (2) Discussion Question Two:
  - (a) Discuss your personal leadership style. What are some areas that surprised you? Do you think this assessment is accurate?
- (3) Quiz- Self-Assessment of Leadership style (graded on completion only)

### c) Assignment

- i) Submit final project plan for approval to instructor
- ii) Submit draft of professional development plan to instructor (not graded)

## 4) Week Four: Effective Reports

### a) Objectives

- i) **Upon completion of Effective Reports, learners will be able to:**
  - (1) describe common reporting formats and determine appropriate format for project
  - (2) identify the audience and characteristics of writing for that demographic
  - (3) identify good report writing techniques and resources
  - (4) Explain the importance of proofreading, grammar and second readers.

### b) Assessments

- i) Discussion Question One:

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- (1) Discuss one or two challenges that non-for-profit leaders may encounter and resources they may leverage to inform decision making.
    - ii) Discussion Question Two:
      - (1) Discuss your personal leadership style. What are some areas that surprised you? Do you think this assessment is accurate?
    - iii) Quiz:
      - (1) Self-Assessment of Leadership style (graded on completion only)
  - c) **Assignment**
    - i) Submit final project plan for approval to instructor
- 5) **Weeks Five: Mid-Term Assignment- 30% Professional Development Plan**
- 6) **Weeks Six: Mid-Term Assignment- 30% Professional Development Plan**
- 7) **Week Seven: Association Trends and Issues**
- a) **Objectives**
    - i) **Upon completion of The Association Trends and Issues, learners will be able to:**
      - (1) Identify trends and issues of non-profit organizations
      - (2) Discuss why knowledge of trends and issues is critical for 21<sup>st</sup> century non-for-profit leaders.
      - (3) Describe the correlation of trends and issues to strategic planning
      - (4) Discuss the importance of trends and issues and organizational sustainability
      - (5) Apply learning from previous courses to develop a draft outline for their final project.
      - (6) Identify resources to inform action plan for the final project
  - b) Assessments
    - i) Discussion Question One
    - ii) Discussion Question Two
    - iii) Quiz
  - c) Assignment
    - i) Develop and Submit a draft outline for final project- including timelines and resources
- 8) **Week Eight: Management Tools and Techniques**
- a) **Objectives**
    - i) **Upon completion of Management Tools and Techniques, students will be able to:**
      - (1) understand what management tools and techniques are available;
      - (2) understand the applicability of the management tools and techniques; and
      - (3) select the appropriate management tools and techniques
  - b) Assessments
    - i) Discussion Question One
    - ii) Discussion Question Two
    - iii) Quiz
  - c) Assignment: Work on final assignment
- 9) **Week Nine:** Submit near final assignment
- 10) **Week Ten:** Work on Final Assignment

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11) **Week Eleven: Final Assignment- 40% Project**

12) **Week Twelve:** Exam Prep

## 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, 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.

## 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](mailto: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](mailto: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](mailto: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](mailto: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

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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 – 15%
2. Quizzes and Activities- 15%
3. Mid-Term - 30%
4. Final - 40%

## 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

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encounter difficulties, email the assignment to [cae@csae.com](mailto: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 a quality in which is appropriate to submit to your current board or potential employer as a work sample. 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%**

Develop a professional development plan. The plan should include an assessment of your mastery of the CAE competency standards and other position-specific competency requirements. Identify areas that need to be strengthened based on your career aspirations, and provide an action plan that will help you achieve your career goals.

This report should be between 1,000-3,000 words or 2.5-7.5 pages- not including supporting documents.

## **Final 40%**

This assignment accounts for 40% of your grade and should be between 5,000-7,000 words or 12.5-17.5 pages - not including supporting documents. You may complete this assignment for your own association, a partner organization or for the association community at large. Prior to commencing work on your final project, you are required to reach agreement with the instructor on the project topic.

Select a project that will develop your knowledge and skills in association management while improving your selected organization's abilities to serve staff and/or members. Prepare a report and a power point presentation for your board and/or senior management team based on your project and indicate how the results will develop the association.

### *Examples*

An individual aspiring to be an Executive Director of a charitable organization who has limited experience in fundraising would be well served by selecting a project that is related to fundraising so as to develop their knowledge and skills in this area.

An individual employed by an association having challenges with advocacy would benefit through enhanced knowledge and skills in this area. A good project for that individual would address improvements to advocacy in their association.