<table>
<thead>
<tr>
<th>Experience Level</th>
<th>0 – 3 Years</th>
<th>3 – 7 Years</th>
<th>7+ Years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assumptions</strong></td>
<td>Employee has minimal or no knowledge of association management, nor the unique aspects of nonprofit organizations. Often “simply a job” without understanding of the professional opportunities. Note: Take into account some staff do not desire advancement.</td>
<td>Employee has built general knowledge in specialty areas or department, for example membership, communications, meetings or working toward the core knowledge necessary for a CEO position. Committed to the profession.</td>
<td>Understands comprehensive operations of an association and proficient in the five domains of CAE (governance-structure; leadership; administration; relationships; and programs/services) and/or the 10 criteria of Peer Review (governing body, structure, programs, staffing, finances, membership, communications, membership, government affairs, technology.)</td>
</tr>
<tr>
<td><strong>Min. Funding</strong></td>
<td>$1,000 - $3,000</td>
<td>$2,000 - $4,000</td>
<td>$3,000 - $5,000</td>
</tr>
</tbody>
</table>
| **Core Courses** | **The Basics**  
• Budgeting and Finances  
• Board and Committees  
• Membership Strategies  
• Presentation and Communication Skills  
• Effective Administration  
• Governing Documents | **Application and Growth**  
• Strategic Thinking  
• Risk Management  
• Advocacy  
• Coalitions and Alliances  
• Revenue Stream  
• Organizational Excellence | **New Concepts and Professionalism**  
• Strategic Thinking Forums  
• Leadership Retreats  
• Networking and Brainstorming  
• Conferences |
| **Sources** | ASAE  
Allied Soc. of ASAE  
US Chamber Institute  
US Chamber IAM | Offer consistent core courses to understand and advance in the profession through seminars, study groups, on-line offerings and planned progression. | Advanced courses for professional development and CAE designation. |

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1 Average funding for association staff education is less than ½ of 1% for entire staff. Thus a $500,000 association budget with 8 staff may share training budget of $2,500 for the year or $250 per person.