



The Association Leadership Academy 2025

Leading the Next Generation of Remarkable Associations

*A Year-Long Certificate Program of the California Society of Association Executives
Offered in collaboration with Third Sector Company, Inc.*

The Association Leadership Academy lays a philosophical foundation for next generation association leaders to apply the attributes of remarkable associations to their own organizations. Using ASAE's **"The Seven Measures of Success"** as a starting place, participants will be challenged to look at the benchmarks of successful association and those who lead them during the years ahead. This year's Academy will be a particularly exciting time to join with CalSAE to provide critical input to a national Initiative in 2025 to discuss the relevancy of the seven measures looking ahead.

The Academy is not a "refresher course" about association management or a "how to seminar" for leading member-based organizations. Rather, Academy scholars will be challenged to consider:

- Leading associations as member-driven social movements
- Managing associations with a community-centered mindset
- Rethinking traditional association business models to deliver personal and societal impact
- Demonstrating emotional intelligence during times of opposing political and social opinion
- Cultivating belongingness across generations of member differences
- Rethinking the standards that will determine remarkable associations looking into the future

Throughout the Academy, participants will be reminded of concepts generally recognized by the profession as benchmarks of success including **"The Power of A"** as promoted by ASAE and the domains of the CAE (Certified Association Executive) examination and credentialing.

The Academy Framework & CAE Credits

The Academy is a 3-month course of study (February through March) that begins with an in-person kick-off learning day and followed by three online topical roundtables, each two hours in length. Having the benefit of a diverse volunteer faculty of outstanding Association leaders and previous graduates of the programs, the Academy will include lecture, individual and group exercises, small group discussion, and roundtables that will lead to a Certificate of Completion. **The entire program offers 12 hours of instruction and is eligible for 12 hours of education towards earning or maintaining the CAE designation.**

The CalSAE Association Leadership Academy schedule for 2025 is as follows:

- **Association Leadership Academy OnSite Kick-Off** **10:00AM to 4:00PM**
Thursday, February 13, 2025 – The Westin Sacramento Riverfront Hotel and Spa
- **Three Two-Hour OnLine Learning Roundtables** **9:00AM to 11:00AM**
Thursdays February 27, March 27, and April 24

Upon graduation, Academy Scholars will be designated as alumni and will receive periodic invitations to interact with fellow current and previous Academy scholars at conferences and other gatherings.

The Academy Faculty

Academy scholars will have the benefit of hearing from their peers who hold different positions in the association industry, have completed the Academy, and offer lived experiences that turn Academy theory into practice. Under the leadership of Jeff Wilcox at Third Sector Company, the Academy faculty includes ten outstanding association leaders who are volunteering their time and expertise to advance the ideals of the Academy:

- **Jim Anderson, CAE**, President & CEO, California Society of Association Executives
- **Karl Baur, CAE, CMP**, Senior Executive Director, ARC Association Resource Center
- **Melanee Cottrill, CAE**, Executive Director, Headstart California
- **Jo Linder-Crow, PhD**, Retired Chief Executive Officer, California Psychological Association
- **Mike Mitchell, CAE**, President & CEO, Associated Builders and Contractors of Southern CA
- **Jodie Muller, CAE**, Chief Operating Officer, Western States Petroleum Association
- **Shaun Rundle**, Executive Director, California Peace Officers Association
- **Oyango Snell, CAE**, Director of Academic Support and Visiting Assistant Professor of Law, University of the Pacific – McGeorge School of Law
- **Jeanne Marie Tokunaga, CAE**, Executive Director, National Society of Professional Engineers -CA
- **Shannan Young, RDN, SDS**, Program Officer of Partnerships and Programs, Dairy Council of CA

The Academy Syllabus

Academy Session One:

ENVISIONING A REMARKABLE ASSOCIATION

Thursday, February 13 – The Westin Sacramento Riverfront Hotel and Spa (OnSite)

- Research Results – The State of Professional and Trade Associations Today
- The Attributes and Competencies of Next Generation Association Leadership
- The Remarkable Association as Defined by ASAE's ***The Seven Measures of Success***
- How Does Your Association Measure Up to the Measures? – A Self-Assessment and Group Exercise
- The Association Business Model – What is It and What's Yours?
- The Association as Communities and Social Movements
- The Implications for Strategy and Planning for Associations and Association Professionals
- **Theory Into Practice:** *What actions will you take as a result of this envisioning process?*

Academy Session Two:

EVOLVING A REMARKABLE ASSOCIATION

How to Create Buy-In to New Ideas and Innovation

Thursday, February 27 – 9:00AM to 11:00AM (OnLine)

- The Importance of the “Buy-In Process” in Association Leadership and Management
- A Model for facilitating “Buy In” amongst Diverse People
- Lessons Learned in “Change Management” – What Works and What Doesn't
- **Theory into Practice:** *What are you currently doing that would benefit from a methodical ‘buy-in’ process?*

Academy Session Three:

LEADING A REMARKABLE ASSOCIATION

The Brokering of Ideas and Demonstrating of Emotional Intelligence

Thursday, March 27 – 9:00AM to 11:00AM (OnLine)

- The Seven Measures Revisited: The CEO as Broker of Ideas
- The Adaptive Leader and Ethics as Defined by the CAE Domains as Critical Navigational Tools

- The Concept of Emotional Intelligence and Its Relevance to Leaders of Communities
- Lessons Learned in “Emotional Intelligence” – What Works and What Doesn’t
- **Theory into Practice:** *What are you doing that would benefit from practicing a facilitative leadership style and a visible demonstration of emotional intelligence?*

Academy Session Four:

ADVANCING A REMARKABLE ASSOCIATION:

Cultivating Belongingness, Demonstrating Evolution and Pursuing Outcomes-Based Governance

Thursday, April 24 – 9:00AM to 11:00AM (OnLine)

- The Concept of “Belongingness” in Theory and Action
- Lessons Learned in “Belongingness” – What Works
- Redefining Boards in Community-Based Organizations – What About Associations?
- The Power of Dashboards in Remarkable Association – What Should Be Yours?
- **Theory into Practice:** *Where do you go from here? Where do we go from here?*

The Academy Experience

The Association Leadership Academy has been constructed using a generative learning model that presents a series of concepts, allows space for reaction and contemplation, group dialogue, and then decision-making about application of the shared learning to individual circumstances. Each session will include:

- A Framing of the agenda based on a set of questions to be address and considered
- Delivery of specific content modules related to the subject based on readings and cited sources
- Informed Expert Opinion or Cameo Speaker from Academy faculty members about their personal experiences and professional points of view
- Peer-Led Small-Group Discussion
- Facilitated Large-Group Discussion
- Consensus and Recording of Agreements, Conclusions and Commitments

The following are examples of generative learning questions that will be addressed during the Academy:

- What is the research telling us about the future of association?
- What are the “truths” about leading successful associations in the future?
- What will be the attributes and core competencies needed by next generation leaders of successful member-based organization?
- Are the traditional Seven Measures of Remarkable Association still relevant?
- What happens when concepts of social movements and community-centered management are applied to professional and trade associations?
- What is the relevance of Emotional Intelligence in remarkable association leadership today?
- How is belongingness in an association differ from belonging to an association?
- What has the past three years taught us about movements, advocacy, and activism?

Throughout the Academy, scholars will be encouraged to reach out to one another to share their association and Academy experiences while building an alumni community that will continue. Scholars will also have the opportunity to reach out to faculty members as thought partners to further discuss their Academy experience, ask questions and seek advice about their associations and careers.

The Association Leadership Academy Bookshelf

A “Participant Guide” will be developed for the first session of the Academy followed by “Discussion Guides” for each of the three subsequent online roundtables. A significant amount of course content will be drawn from the following recommended reading sources for all Academy participants:

Brains on Fire: Igniting Powerful Sustainable Word of Mouth Movements by Robbin Phillips, Greg Cordell, Geno Church, and Spike Jones

Start with the Why: How Great Leaders Inspire Everyone to Take Action by Simon Sinek

The New CEO’s Guide: Advice for the First-Time, Aspiring or Current Association Executive by Beth Brooks, CAE

**All Academy Scholars are encouraged to order and review
“Seven Measures of Success: What Remarkable Associations Do That Others Don’t” by ASAE**

The Costs and Scholarships

- **The full tuition** for 12 hours of classroom instruction through seven episodes of content delivery and discussion (four half-day learning sessions and three two-hour roundtables) is \$595.
- **For returning Academy Scholars** who have previously participated in a previous Association Leadership Academy and would like to return for further study and engagement, the tuition is \$395.
- **Scholarships are available to prospective Academy scholars** who send a letter of request for consideration of financial assistance to CalSAE. Upon review of the request, scholarships can reduce tuition up to \$300 to reduce economic barriers to participation and assure the program is accessible.

Join Us for A Complimentary Association Leadership Academy Overview November 1

Still have questions about the Academy and whether it is the right next step for you? Please join us for a free one-hour overview of the Academy on Friday, November 1 from 9AM to 10AM Pacific. Registrations for both the Overview as well as the full Academy can be found on the CalSAE website at www.calsae.org

FOR MORE INFORMATION:

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