

ASAE CAE Classification System

Domain 1: Governance

A. Governance Structure

1. Sustain an effective governance system that values diversity of thought to guide
2. Implement the board's policies and strategic priorities.
3. Partner with the board and board committees to achieve the organization's
4. Ensure there are clear lines defined for members and staff in the governance of
5. Comply with laws and regulations that relate to board activities, meetings, and

B. Chapters and Affiliate Relations

1. Evaluate the structure and function of affiliates and chapters to advance the
2. Delineate the lines of authority and responsibility for affiliates and chapters using
3. Align policies, procedures, and resources to support affiliate and chapter

C. Volunteer Leadership Development

1. Develop a leadership identification program that addresses diversity and
2. Ensure the leadership development program addresses orientation, ongoing
3. Develop a volunteer leadership succession plan.

Domain 2: Executive Leadership

A. Decision Making

1. Manage roles between the chief staff executive and leadership to facilitate
2. Ensure the creation of organizational performance metrics.
3. Establish a culture of accountability.

B. Ethical Leadership

1. Adhere to the ASAE Standards of Conduct to demonstrate transparency,
2. Embody the highest ethical principles in behavior and decision making.
3. Communicate the importance of ethical behavior and decision making

C. Diversity, Inclusion, and Equity

1. Model an understanding and respect for a culture of inclusivity to enhance the
2. Proactively address the impact of changing demographic and cultural trends.
3. Identify ways that conscious and unconscious biases may impact the
4. Align communications, programs, products, and services to reflect the
5. Create policies in support of diversity and inclusiveness.

D. Adaptive Leadership

1. Seek new perspectives and growth opportunities to increase effectiveness and
2. Develop a diverse array of facilitation techniques and communication skills to stimulate
3. Exercise effective and ethical negotiation skills to resolve conflicts and achieve consensus.
4. Formulate a process to effectively navigate change and promote innovation.
5. Cultivate relationships to advance the organization's strategic objectives.
6. Model self-care and wellness behaviors to encourage workforce satisfaction and
7. Facilitate a culture of inquiry that assesses the impact of trends, future scenarios,

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Domain 3: Organizational Strategy

A. General Management

1. Analyze economic and other external factors to guide long term financial
2. Prepare business plans to align resources, activities, and operations with the
3. Utilize performance metrics to guide progression towards organization's goals.
4. Develop a policy of independent periodic review and audit of the organization's

B. Critical Analysis and Planning

1. Analyze the impact of key trends, including the competitive environment, on the
2. Implement a strategic planning process to advance the organization's vision and
3. Develop strategies for capturing business intelligence data to inform decision

C. Knowledge Management

1. Design a knowledge management system to address stakeholder needs and
2. Analyze data from the knowledge management system to advance the
3. Evaluate the effectiveness of the knowledge management system.

Domain 4: Operations

A. Financial Management

1. Oversee financial and business planning to achieve the organization's strategic
2. Implement systems, metrics, and tools to monitor, manage, and report financial
3. Communicate clear and accurate financial information to leadership and
4. Manage revenue, investment, and reserve policies to protect and enhance the
5. Apply generally accepted accounting principles for independent review or audit
6. Anticipate the impact of internal and external factors to guide financial planning
7. Develop financial modeling to inform decision making and evaluate

B. Human Resources

1. Foster a safe and accessible workplace through compliance with rules and
2. Delineate job roles and responsibilities with clear position descriptions, policies,
3. Ensure fair and equitable treatment of staff and mitigate exposure to risk through compliance
4. Evaluate employees using a documented process to support teamwork,
5. Maintain an up-to-date employee handbook to articulate the organization's policies, values,
6. Ensure diversity, inclusion, and equity are integrated into policies, practices, and

C. Legal Oversight and Risk Mitigation

1. Manage the organization in compliance with relevant laws and regulations.
2. Obtain appropriate insurance to protect the organization's reputation and
3. Maintain data privacy and security consistent with current law and best
4. Protect the organization's intellectual property.
5. Protect human, technological, and physical assets with an emergency and

D. Infrastructure and Technology

1. Align facilities, equipment, and technology with organizational objectives and
2. Determine the organization's ongoing technology strategy.
3. Ensure technology solutions are appropriate, used effectively, and aligned with
4. Establish policies and procedures to ensure appropriate use of the

E. Vendor Relations

1. Assess the organization's needs for products and services.
2. Develop selection and evaluation criteria for potential vendors.
3. Implement objective processes for Requests for Proposals.
4. Implement contracting procedures that ensure the organization's expectations,
5. Enforce contractual compliance.

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Domain 5: Business Development

A. Programs, Products, Services, and Non-dues Revenue

1. Analyze stakeholder feedback to ensure that programs, products, and services are consistent
2. Evaluate the feasibility of introducing, modifying, or discontinuing programs,
3. Develop comprehensive implementation plans to ensure that programs,

B. Meetings and events

1. Define objectives for meetings and events in alignment with organizational
2. Prioritize the use of organizational resources to achieve successful meetings and
3. Evaluate outcomes relative to objectives to improve future meetings and

C. Certification, Licensure, and Accreditation

1. Maintain a current understanding of the distinguishing characteristics of
2. Assess the need for and relevance of credentialing programs.
3. Comply with relevant standards and legal obligations associated with

D. Industry Standards

1. Identify the need for standards in keeping with the organizational vision and
2. Implement transparent and objective standards development and promulgation
3. Ensure that standards are maintained to protect the organization and minimize

E. Strategic Partnerships

1. Determine the organization's strategic needs and objectives for partnership.
2. Develop strategic partnerships to advance the organization's mission.
3. Conduct due diligence and ongoing review to ensure partnerships are viable and
4. Negotiate agreements that define the terms of partnership and comply with

Domain 6: Member and Stakeholder Engagement and Management

A. Recruitment and Retention

1. Determine the membership business model and value proposition to ensure
2. Define goals and key performance indicators for membership recruitment and

B. Stakeholder Identification and Cultivation

1. Establish criteria for the identification of individuals and organizations as
2. Engage stakeholders by identifying their current and future needs in order to
3. Review the alignment of stakeholders using organizational metrics on a regular

C. Volunteer Management

1. Establish a system that attracts and engages volunteers through training,
2. Clearly delineate roles and responsibilities of staff and volunteers.
3. Establish a volunteer succession plan that supports organizational continuity.

D. Ethics

1. Define the ethical standards for professional conduct that align with the vision
2. Raise awareness of the ethical standards to encourage adherence.
3. Manage a discipline program to address violations of the ethical standards.
4. Review stakeholder interests and professional practice periodically to maintain

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Domain 7: Advocacy

A. Government Relations

1. Assess the appropriateness of and need for government relations programs.
2. Maintain an understanding of laws and regulations related to federal and state
3. Define the government relations agenda consistent with accomplishing
4. Implement strategies that adhere to applicable laws and regulations for
5. Establish an evaluation process for government relations programs.

B. Coalition Building

1. Establish a vision of coalition building that is flexible and inclusive to advance
2. Identify opportunities for new coalitions to address emerging issues.
3. Organize coalitions to address issues of common interest.
4. Assess the efficacy of each coalition relative to the organization's advocacy

C. Public Policy

1. Establish prioritized public policy positions that support the organization's goals.
2. Determine strategies to achieve public policy goals.

Domain 8: Marketing and Communications

A. Marketing

1. Define the scope of current and potential markets.
2. Identify market segments and their unique interests and needs.
3. Develop a data-driven marketing strategy to achieve organizational goals.
4. Utilize effective methods of marketing to diverse groups and cultures.

B. Brand Management

1. Establish brand standards to convey the features, benefits, and value of the
2. Direct the integration of the organization's brand in all programs, services, and
3. Evaluate the organization's brand effectiveness.

C. Communication

1. Define the communication goals.
2. Identify the most appropriate communication channels and preferences for
3. Customize content and messaging that leverage current and emerging
4. Establish an evaluation process to gauge the effectiveness of messaging and

D. Public Relations

1. Identify the target audiences that should be influenced to ensure that PR efforts
2. Implement a public relations program to include public education, information,
3. Evaluate the changing effects of external factors on public relations strategies.