

EXECUTIVE POSITION PROFILE

Chief Learning Officer

Washington, DC



This search is being conducted by:

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I. Position Description

Scope of the Position

The **Chief Learning Officer (CLO)** of *ASAE – The Center for Association Leadership* is responsible for creating an overall strategy for achieving ASAE's vision and mission through learning for the association community. This involves building a comprehensive curriculum that meets the needs of the association marketplace, creating a framework for programs that enhance the ASAE brand, developing a product mix to attract association executives and business partners at all levels, and identifying a revenue-generating model to sustain the curriculum over time.

Programs are based on member research, the body of knowledge, and the Certified Association Executive (CAE) program, and are tailored for every level of the association profession. Programs are offered through face-to-face conferences, seminars and symposia, and online. The CLO is a champion for innovative adult learning practices. Innovation is key to the success of ASAE's learning programs and is a critical factor in setting ASAE's programs apart from the competition.

The position develops and manages a \$5 million department budget. The CLO reports to the President & CEO and manages a staff of eight.

Experience & Qualifications

General

- ◆ At least 15 years of senior level experience, including a minimum of 10 years working in a complex environment, preferably an association.
- ◆ A master's degree in adult education/professional development, human resources development, educational theory or other comparable background.
- ◆ A CAE certification is strongly preferred.

Learning Program Development

- ◆ A solid understanding of adult learning program theory, design, development and delivery.
- ◆ Proven approaches in creating exceptional learning experiences.
- ◆ Experience taking initiative and demonstrating drive and interest in learning, growing and pushing the boundaries to develop quality learning programs and in disseminating both traditional and online programs for a diverse membership.
- ◆ A comprehensive knowledge of the association management profession.
- ◆ Ability to identify and coach top-notch and diverse speakers for major conferences.
- ◆ Experience in establishing vendor and service provider relationships.

- ◆ An understanding of the market, economic and societal trends affecting associations and can translate this knowledge into curriculum design and speaker selection.

Planning, Marketing & Finances

- ◆ Experience developing and managing complex, multi-million-dollar budgets.
- ◆ Excellent verbal and written communication skills.
- ◆ Marketing and communication skills.
- ◆ Innovative and pragmatic thinker.
- ◆ Focused – an ability to manage multiple programs at one time.
- ◆ Highly detailed, organized, efficient and deadline driven.

Volunteer Interaction

- ◆ Excellent member relations skills and an ability to manage volunteer groups.
- ◆ Strong relationship building and interpersonal skills.

Staff Management

- ◆ Collaborative, flexible and committed team player.
- ◆ Track record demonstrating staff management skills.
- ◆ Coaching and mentoring experience.

Key Responsibilities

Learning Program Development

- ◆ Oversees program development, including in-person and online programs.
- ◆ Identifies content leaders and works with staff and volunteers to deliver programs and products with the ultimate goal of positioning ASAE as the market leader in learning and community building, offering a diversity of thought perspectives.
- ◆ Develops curriculum for all levels of the profession.
- ◆ Develops, delivers and evaluates new and existing programs, utilizing data-driven strategy and business analytics.
- ◆ Understand trends that shape member content and be able to respond accordingly.
- ◆ Ability to understand and track current and future trends of educational platforms particularly online and blended learning.
- ◆ Oversees program design and evaluation being undertaken by members of the Learning staff.
- ◆ Initiates changes in programs to ensure that both participant needs and revenue goals are met or exceeded and that the learning experiences are of high quality to deliver on ASAE's brand promise.
- ◆ Develops relationships with other associations and organizations to build alliances and create joint cooperative educational programs.
- ◆ Interacts regularly with members and customers and instills excellent member relations skills in all members of the Learning department.

Planning, Marketing & Finances

- ◆ Develops entrepreneurial and innovative approaches to events and learning experiences to ensure financial success, collaborating on specific marketing strategies and targets for each program.
- ◆ Implements plans to ensure reaching established objectives that promote growth and participation.
- ◆ Helps Directors to develop accurate projections, monitor income and expenditures.
- ◆ Utilizes superior negotiating skills and ability to work with content and service providers.

- ◆ Works closely with the Learning staff, developing and managing the annual program of work and budgets for all Learning programs.
- ◆ Collaborates with the Marketing/Communications Department to promote learning programs.
- ◆ Works closely with the Meetings and Exposition Department on program location, logistical requirements, and experience delivery.
- ◆ Teams with Research staff to integrate results of program evaluations and relevant research findings to enhance learning format and content.

Volunteer Interaction

- ◆ Works with volunteers to develop programming that brings out the most creative ideas and innovations in the market.
- ◆ Establishes and works with 3-5 member advisory task forces that design and develop ASAE's Signature Conferences, such as the Annual Meeting and Exposition, and the Great Ideas Conference.
- ◆ Serves as staff liaison for the Professional Development Section Council, facilitating the work of the Council.
- ◆ Provides guidance to staff in their work with the various Section Councils.
- ◆ Attends Council meetings as appropriate.

Staff Management

- ◆ Directs and guides all eight staff members in developing and orchestrating all programs.
- ◆ Works with the staff to establish annual and quarterly targets.
- ◆ Coaches and mentors the Learning staff.
- ◆ Assists staff in resolving unusual problems and major conflicts.
- ◆ Submits reports on overall departmental performance as required by the CEO.

General

- ◆ Serves on the Executive Management Team.
- ◆ Participates on multifunctional interdepartmental teams.

Personal & Professional Qualities

The successful candidate will possess a wide range of personality traits, work habits, and communication and social skills necessary to work effectively within the association environment. This person will have both personal and professional integrity, strong communication skills, and a professional appearance and presentation. In addition, the qualified candidate will have a strong desire to succeed in a challenging environment.

Other proficiencies and best practices for the highest performers include:

- ◆ **Continuous learning:** Takes initiative in learning and implementing new concepts, technologies and methods.
- ◆ **Strategic vision & thinking:** Ability to position ASAE's conferences, events and education for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
- ◆ **Leadership:** Ability to build a sense of shared purpose and commitment in others.
- ◆ **Creativity:** Ability to address problems and challenges, moving beyond the standard methods and solutions, and keeping ASAE ahead of the curve.
- ◆ **Recruitment, retention & performance management:** Attracts, selects and retains talented staff, assisting them in setting goals that are challenging and aligned with the broader organization goals; monitors and evaluates staff performance; and provides feedback and reinforces behavior.
- ◆ **Customer service & focus:** Knows how to present and instill a positive, can-do attitude that always reflects well on ASAE and its members, with a commitment to customer satisfaction, including anticipating needs, providing appropriate education, and developing solutions utilizing analysis of programming data.
- ◆ **Service attitude:** Ensures that members' and constituents' perspective is a driving force behind decisions and activities, and crafts and implements service practices that meet stakeholder and ASAE's needs.
- ◆ **Financial skills:** Manages his or her part of ASAE's financial performance and understands key financial indicators.
- ◆ **Relationship building:** Networks outside and inside the organization and builds positive strategic relationships with key individuals and groups.
- ◆ **Presentation skills:** Communicates effectively with staff, peers, and the Board of Directors.

Success Factors

- ◆ Create quality learning programs that are impressive, informative and receive high evaluation scores from attendees.
- ◆ Ensure ASAE's reputation as a top-notch supplier of learning, generating positive community discussion.
- ◆ Increase attendance and engagement for ASAE learning endeavors across all platforms.
- ◆ Effectively utilize the evaluation data to recommend strategies to enhance learning experiences.
- ◆ Keep abreast of new learning platforms and integrate them into ASAE's learning structure as appropriate.
- ◆ Explore new opportunities for online learning and new, cutting-edge formats within ASAE, bringing education to audiences in innovative formats.
- ◆ Ability to work cooperatively cross-departmentally and provide staff management.
- ◆ Meet the Learning Department's financial goals, with programming being financially successful.

II. Organization Review

ASAE – THE CENTER FOR ASSOCIATION LEADERSHIP

ASAE is a membership organization of more than 21,000 association executives, as well as industry partners representing 9,300 organizations. ASAE has a staff of 120 full- and part-time individuals. Association offices are located in Downtown Washington, DC.

ASAE's members manage leading trade associations, individual membership societies and voluntary organizations nationwide and in nearly 50 countries around the world.

With support of the ASAE Foundation, a separate nonprofit entity, ASAE is the premier source of learning, knowledge and future-oriented research for the association and nonprofit profession. The association provides resources, education, ideas and advocacy to enhance the power and performance of the association and nonprofit community.

Looking to the future, ASAE is revamping its membership structure into a hybrid structure that serves individual and organizational members. ASAE will also be launching a new career portal this year to serve individuals' career management needs and further support those in the association management profession.

ASAE's Mission & Values

ASAE's Cause

ASAE helps associations and association professionals transform society through the power of collaboration.

ASAE's Value Proposition

ASAE connects great ideas and great people to inspire leadership and achievement within the association community.

ASAE's Promise

ASAE provides exceptional experiences, a vibrant community, and essential tools that make members and their organizations more successful.

ASAE's Guarantee

ASAE's goal is to provide truly exceptional offerings

and service, and the association won't be happy until members are. If any programs, products or services of ASAE do not fulfill the association's promise, they will make the situation right or refund a member's money.

ASAE University

Under the rubric of the "ASAE University" – the trusted source for quality education in association management – are a broad range of face-to-face and online programs that deliver the knowledge members need and provide an exceptional learning experience.

Conferences & Expos

ASAE's calendar includes a half dozen focused conferences and expos along with the association's Annual Meeting & Exposition. (Dates, past and future, are for the 2015 calendar year.)

- ◆ **Annual Meeting & Exposition** (August 8-11, Detroit) attracts more than 5,000 association professionals for its 120+ education sessions designed to generate ideas and provoke new thinking; its exposition with well over 100 exhibitors; and its access to parties and networking opportunities. The mid-August conference will be in Salt Lake City in 2016 and Toronto in 2017.
- ◆ **Great Ideas Conference**SM (March 8-10, Orlando, FL) creates a space for attendees to generate and be exposed to countless great ideas, developing executable actions that can be implemented upon returning to one's organization.
- ◆ **Great Ideas Conference Asia-Pacific** (March 22-24, Hong Kong) takes the conference to the opposite side of the globe.
- ◆ **Springtime Expo** (April 9, Washington, DC) is a comprehensive one-day event for meeting professionals.

- ◆ ***Marketing, Membership & Communications Conference*** (June 1-2, Washington, DC) gives association and nonprofit professionals a blend of marketing, membership, communications and components strategies for their organizations.
- ◆ ***Finance, HR & Business Operations Conference*** (June 4-5, Washington, DC) provides association and nonprofit professionals with cutting-edge approaches to finance, human resource (HR) and business operations, whether balancing an organization's books, managing its infrastructure, seeking key benefit updates, or juggling multiple responsibilities.
- ◆ ***Technology Conference & Expo*** (December 15-16, National Harbor, MD) provides knowledge and insight on the technology issues most related to the work of associations and nonprofit organizations, for CEOs, CIOs, directors, managers and other technical professionals.

In-Person Symposia & Workshops

- ◆ ***Association Management Week*** — A five-day program held at the ASAE Building in January and July.
- ◆ ***CAE Kickoff*** — A three-day program held at the ASAE Building in February and September.
- ◆ ***The Bottom Line: Finance for the Non-Financial ManagerSM*** — A one-day conference held quarterly.
- ◆ ***CEO Symposium*** — A two-day event held seven times a year in several locations.
- ◆ ***Exceptional Boards*** — A two-day event held three times a year in several locations.
- ◆ ***Government Relations Symposium*** — A one-day event in October in Washington, DC.
- ◆ ***Future Leaders Conference*** — A three-day conference in March in Annapolis, MD.
- ◆ ***Executive Leadership Forum*** — A two-day program in June in Ottawa, Canada
- ◆ ***Annual Association Law Symposium*** — A one-day program, held in April in Chicago and in October in Washington, DC.
- ◆ ***Essential Practices in Meetings Management*** — A two-day event held twice a year in Washington, DC.

Online Courses

In 2015, ASAE's calendar includes 15 courses online, covering a wide array of topics, for a wide range of association and nonprofit professionals, and carrying 9 or 18 CAE hours of credit.

- ◆ ***Advanced Component Relations***
- ◆ ***Advanced Membership***
- ◆ ***Advanced Professional Development***
- ◆ ***CEO Dialogue: Leading Associations in the 21st Century***
- ◆ ***Customer Service Management***
- ◆ ***Leadership Management***
- ◆ ***Principles of Association Management***
- ◆ ***Principles of Component Relations***
- ◆ ***Principles of Financial Management***
- ◆ ***Principles of Marketing***
- ◆ ***Principles of Membership***
- ◆ ***Principles of Professional Development***
- ◆ ***Skills-Building Management***
- ◆ ***Supervisory Management***
- ◆ ***Volunteer Management***

Online Conferences

In 2015, ASAE held a three-day ***Online Conference for Small Staff Associations*** in February. The conference is designed to provide essentials for association executives who operate in organizations with 10 or fewer staff members. In past years (most recently 2012), the association has also mounted an ***Association Law Online Conference*** to provide essential and up-to-date association legal information specifically for non-attorneys whose work encompasses legal tasks.

Certificate Programs

In-person Certificate Programs include:

- ◆ ***Certificate Program in Association Management*** is a set of five one-day courses developed by ASAE to help association professionals with fewer than five years of association management experience to build the competencies they need to apply a more systematic approach to their work and improve the success of their organizations. The courses can be taken one at a time or together as an intensive one-week program.

- ◆ ***The Business of Meetings Certificate Program***SM is a set of four two-day courses conducted at the ASAE Building in Washington, DC. The program is designed for experienced meetings professional looking for a competitive edge in the meetings industry and interested in learning about the newest business models. Participants engage in interactive exercises and discussions, working through real-life examples.

Online Certificate Programs include:

- ◆ ***Component Relations Management Certificate Program***
- ◆ ***Membership Management Certificate Program***
- ◆ ***Professional Development Management Certificate Program***

The CAE (Certified Association Executive) Program

The Certified Association Executive (CAE) designation is designed to elevate professional standards, enhance individual performance, and identify association professionals who demonstrate the knowledge essential to the practice of association management. Founded in 1960, the CAE program stands as a mark of excellence and has evolved to reflect what it takes to manage an association in today's challenging climate.

Earning and maintaining the CAE is a three-part process. Candidates must first meet eligibility requirements and submit an application. The next step is to sit for and pass the CAE exam. Once a candidate has earned the credential, they must maintain it by fulfilling certification renewal requirements every three years.

The CAE Program was accredited by the National Commission for Certifying Agencies in 2010.

The ASAE Foundation

The ASAE Foundation mission is to advance association and nonprofit leadership. Every day, association leaders are asked to take on more, to stretch their thinking and resources, and to lead their organizations and members through times of unprecedented change. Information is flowing at exponentially faster rates, making it difficult for associations to find the time and resources to sift through it all in order to determine which answers will sustain their organization and propel growth. That's where the ASAE Foundation comes in, helping association executives manage today's and tomorrow's challenges and opportunities.

The foundation works tirelessly in these areas:

- ◆ ***Research*** — The foundation identifies critical trends driving associations forward by conducting research no single organization can undertake alone, partnering with leading colleges and universities, top research and consulting firms, and other nonprofits.
- ◆ ***Leadership*** — With the first wave of baby boomers soon set to retire, building the next generation of associations is more critical than ever. The foundation invests in programs and individuals that will help bridge the upcoming leadership gap to help keep associations relevant and innovative.
- ◆ ***Community*** — Success doesn't happen in a vacuum. Through both education and networking events, the foundation brings a passionate and inspiring community together to inspire each other and glimpse the greatness they can create.
- ◆ ***Communication*** — Spreading the key findings of its research and programs is critical to enabling more data-driven decision making in associations. The foundation's new *groundWORK* e-newsletter distributes three times a year, with foundation news, research updates, donor testimonials, grant/award application information and real stories of how donors use foundation research to drive their organizations.

Web Presence

ASAE can be found online at:

www.asaecenter.org

The organization has an additional online presence on [Facebook](#), [Twitter](#), [LinkedIn](#), [Flickr](#), and [YouTube](#).

Staff Leadership

- ◆ **John Graham, CAE**
President and CEO
- ◆ **Susan Robertson, CAE**
EVP, ASAE/President, ASAE Foundation
- ◆ **Dixie Arthur**
President, ASAE Business Services, Inc.
- ◆ **Anne Blouin, CAE**
Chief Learning Officer (*retiring*)
- ◆ **Jim Clarke, CAE**
Senior Vice President, Public Policy
- ◆ **Karl Ely, CAE**
Senior Vice President and Publisher
- ◆ **Reginald Henry, CAE**
Chief Information Officer
- ◆ **Greta Kotler, CAE**
Chief Global Development Officer
- ◆ **Amy Ledoux, CMP, CAE**
Senior Vice President, Meetings & Expositions
- ◆ **Robb Lee**
Chief Marketing & Communications Officer
- ◆ **Greg Melia, CAE**
Chief Membership & Volunteer Relations Officer
- ◆ **Sharon Moss, Ph.D., CRA, CAE**
Chief Research Officer
- ◆ **Heidi Robey**
Chief Financial Officer
- ◆ **Robert Skelton, CAE**
Chief Administrative Officer

Learning Department Staff

- ◆ **Mark Milroy, CAE**
Vice President, Learning
- ◆ **Brian Kirkland**
Senior Director, Learning
- ◆ **Libby Bingham, CAE**
Senior Manager, Learning
- ◆ **Jamie Sadler, MA**
Certified Instructional Designer
- ◆ **Kristin Clarke**
Business Journalist; Director, Social Responsibility
- ◆ **Twanisha Mitchell**
Manager, Learning
- ◆ **Danica Williams, MS**
Manager, Online Learning
- ◆ **Megan Denhardt, CAE**
Consultant

Location

The association's offices are located in Downtown Washington, DC, at 1575 I Street NW, two blocks north of the White House. The office is across the street from the McPherson Square Metro Station (on the Orange, Blue and Silver lines) and 3/10 mile from the Farragut North Station (on the Red Line).



III. About Vetted Solutions

Vetted Solutions is a Washington, DC-based executive search firm specializing in recruiting and consulting for leading associations and nonprofits. We focus on senior staff and CEO positions with trade associations, professional societies, association management companies, nonprofit organizations, and those organizations that serve them.

To apply, please visit the Current Searches page at: www.vettedolutions.com.



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