



Association Management 101

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Promoting Excellence and Innovation in Science Teaching and Learning for All

What will you learn in this presentation?

- *You will learn more about the association management profession as an industry itself*
- *You will learn the general structure of most associations today – internal and external relations – and your responsibility as volunteer leaders*
- *You will learn about “component relations” and the small-staff sub-specialty within association management*
- **AND** *you’ll learn how you can help your organization grow stronger!*

What is Association Management?

Association management is a distinct field of management because of the unique environment of associations. Associations are unique in that the "owners" are dues-paying members. Members also govern their association through an elected board or other governing body, along with association committees, commissions, task forces, councils and other units. *(Wikipedia, January 2, 2012)*

The first associations go back to biblical times???

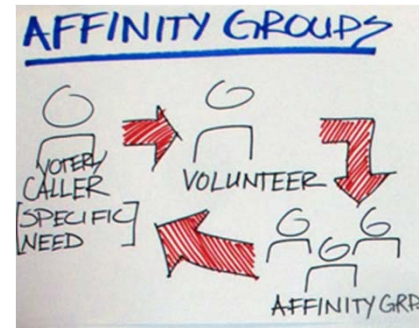
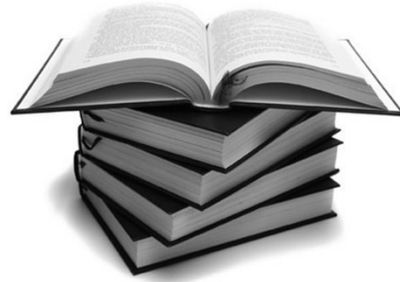
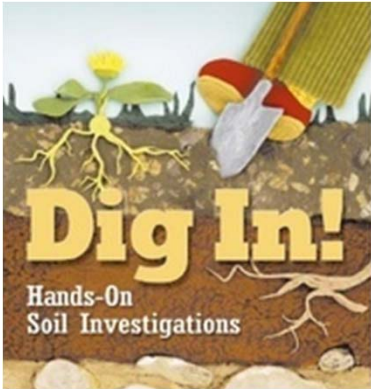
- The Book of Genesis describes members of the same trade or craft meeting geographically
- By the 1500s, guilds began emerging
- Guilds began to disappear, replaced by what we know now as associations
 - The oldest association? The Chamber of Commerce of the State of New York in 1768
 - Oldest *continuing* organization? The New York Stock Exchange in 1792

Source: Principles of Association Management, 2001

Fast forward to the 21st Century...

- According to the American Society of Association Executives (ASAE), in 2009 there were over 90,900 trade and professional organizations and 1,238,000 charitable organizations!
- Associations employ almost 500K people in the US
- Nine out of ten adult Americans belong to one association





Associations are...

- Scientific and engineering groups
- Education organizations
- Affinity groups
- Religious groups
- Charities
- Fraternal organizations



Charities



So why do associations exist?

- The purpose of businesses: Profitability
- The purpose of associations:
 - Research*
 - Public service*
 - Education*
 - Special interests to government*

Keep in mind though, 501(c)3, 501(c)6, etc. are tax statuses, not business plans. Associations can build revenue, reserves, etc. for sustainability!

**all tax-exempt purposes*

Pieces of your typical association... ("standard options")

- Leadership, Governance and Structure
- Strategic Management
- Membership
- Programs, Products, and Services
- Administration

"Upgrades"

- Public Policy, Government, and External Relations
- Public Relations and External Communications
- Planning and Research
- Knowledge Management

Governance

- Board
- Committees
- Task Forces
- Communities
- Staff
- Volunteers
- Chapters

Membership

- Recruitment
- Retention
- Value Proposition
(aka "what does your organization offer that I can't find anywhere else?")

Strategic Management**

Strategic planning
Establishing goals
Refocusing on mission and vision
Response to growth, decline, economic changes
Fiscal responsibility

Pieces of your typical association... ("standard options")

Programs, Products and Services

What we offer to members and other constituents

Administration

How the work gets done!
(Paid/compensated staff, AMC, volunteers)

Public Policy
Advocacy,
Government
Affairs, External
Relations

**Strategic
Management -
YES, AGAIN!**

**Public
Relations**
Public Affairs,
External
Communications

**“Upgrades” most associations need
to refocus on...**

**Planning and
Research**

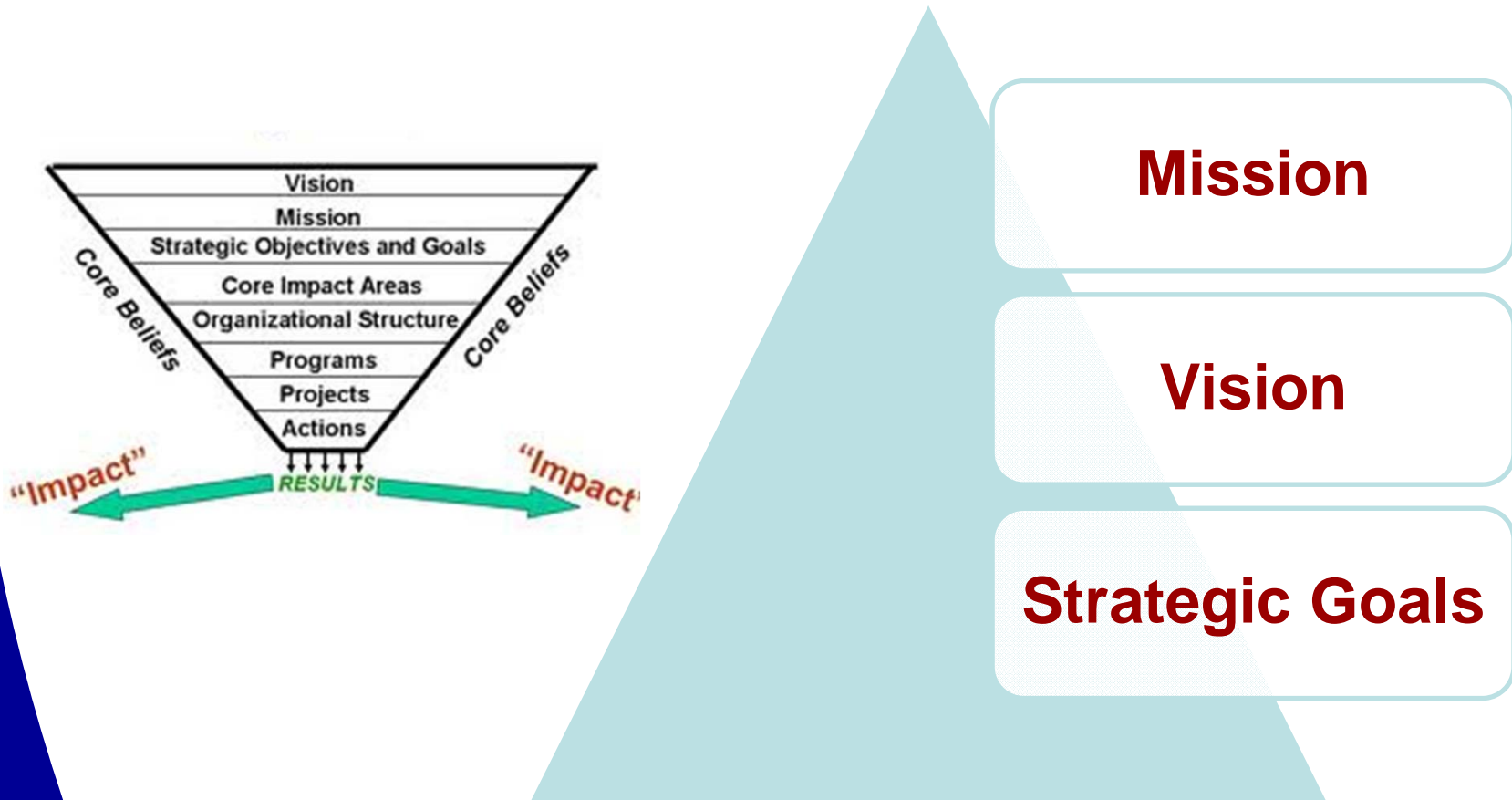
Salary and compensation,
demographics, trends in
profession, benchmarking,
best practices

**Knowledge
Management**

How organizations
gather, manage
and use it's data

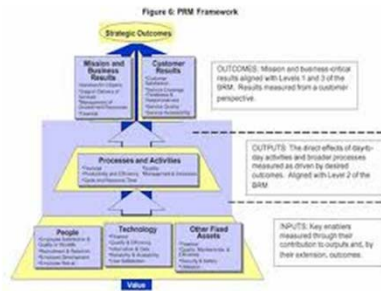
What is your role as steward of your organization?

Mission, Vision, Goals



What is your role as steward of your organization?

Strategic Planning



No matter which process you use, Strategic Planning involves...

- Reviewing mission
- Collecting data
- Scanning the environment
- Assessing strengths/weaknesses
- Assigning roles
- Setting general objectives
- Identifying measurable activities
- Setting priorities

“The paradox inherent in strategic planning is that an association must work the plan—yet remain flexible and open to change.”

Principals of Association Management

But I'm Chief Cook and Bottle-washer for my small organization? **I DO IT ALL!**

This is the case for most chapter and special interest group leaders regardless of the profession or industry they serve!

I do it all...how can I focus on keeping my organization afloat **AND** move it forward?

- Develop a plan to change day-to-day operations and governance structure to work towards having a more strategic role. Set goals like...
 - *Paid Staff, Association Management Company, Small staff*
 - *Use technology to operate more efficiently*
 - *Smaller boards (competency-based); task forces or talent pool instead of formal committees*
- Take a comprehensive look at all organization activities, programs and services. Create a “stop doing” list...
 - *Explore feasibility of programs. Are goals measurable? What’s the ROI?*
 - *What is the organization doing because “we’ve always done it/done it this way”?*
 - *How can the organization partner with others (e.g., NSTA, other chapters/AGs, other national and state organizations; create alliances) to share financial and human resources?*

I do it all...how can I focus on keeping my organization afloat **AND** move it forward?

- Network and learn best practices from other small organizations
 - *Avoid getting caught up on industry – association operations are pretty much the same*
 - **Chapter/component relations is it's own specialty; you can learn from other state organization leaders and their staff**
 - **Got staff? Encourage them to keep abreast of best practices (listserves, associations like ASAE, blogs, social media outlets, etc.) then, LISTEN TO THEIR ADVICE!**

Lastly, what lies ahead for professional organizations and non-profits?

What are the trending conversations right now?

- **The Internet and Social Media**

- *Information overload (internet); communities of practice engaging (social media) – **Why belong to an organization?***
 - *Even BIGGER impact on small, niche organizations!*

- **Do associations even *need* members?**

- *Focusing on products, services and how to engage all constituents (regardless of member affiliation)*

- **With time a more important resource and the need to expand competency and measurable results – does the traditional governance model work?**

What will component organizations look like in the future?

Component assns (state chapters and special interest groups) will have stronger operational ties to the national organization:

- Instead of formal charter...principals of affiliation
- PD supported and/or directed by national organization
- Research and needs assessment tools created and distributed by national organization
- Funding pool and/or continued revenue-sharing opportunities
- Certain day-to-day operations moving to national org (e.g., database management)

Other potential changes:

- Board of Directors, Bylaws, Elections may go away
- The work of standing committees will be done by task-oriented teams or “talent pools”
- Meeting only as needed

One last thing...

According to **ASAE & The Center's** research revealed in *Decision to Join, local volunteers want:*

- Fun
- To make connections
- To make a difference
- Flexibility
- Balance

What today's volunteers and members don't want:

- Re-inventing the wheel
- Meetings for the sake of meeting
- Paperwork/"make work" (without results)
- Standing committees
- Lengthy required time-commitments

Mariner Management and Marketing, "Chapter of the Future"

<http://www.marinermanagement.com/resources/chapters-components/chapter-future#MODEL>



- <http://www.youtube.com/watch?v=i9kJDFhaUXc>

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