The CAE Commission is pleased to announce the completion of a methodical and comprehensive investigation into the skills required for successful association management and the current role of the chief staff executive. This important study reveals the ever-increasing scope of association management, and highlights the multi-faceted expertise required to lead an association. The bullet points below present an overview of the fundamental purpose of the CAE Program and the job analysis project, as well as information on the next steps for the CAE Program.

**Purpose of the Certified Association Executive (CAE) Program**
- Elevate professional standards
- Enhance individual development and performance
- Designate those who demonstrate the knowledge essential to the practice of association management

**Purpose of the Job Analysis Project**
- To collect input from a wide range of association professionals and chief staff executives on the work that they do
- To document what knowledge is seen as essential to successful association management, including the changes and expansion of that knowledge in recent years
- To provide statistically valid data on which to base the CAE exam outline

**Purpose of the Exam Content Outline**
- To guide question development for the CAE exam by the item-writing committee and the exam committee
- To provide direction to those seeking the CAE on the breadth of knowledge and skills covered on the exam
- To delineate the skills and knowledge that education program developers, authors, and other experts should address in professional development for the association industry

**Overview of the Job Analysis Project and Exam Content Outline Development**
- The CAE Exam Content Outline is updated approximately every five years. The last update was with the Job Analysis study in 2009.
- Conducted over 12 months with the assistance of volunteers.
- The research included:
  - Surveys of association professionals;
  - Extensive statistical analysis; and
  - A thorough peer review.
- The CAE Commission developed a new CAE Exam Content Outline based on the Job Analysis findings and recommendations of the volunteer committee.

**Next Steps in the Job Analysis Project and Exam Content Outline**
- The new exam content outline and test specifications will take effect starting with the May 1, 2015 CAE exam.

[www.whatiscae.org](http://www.whatiscae.org)
Domains and Subdomains of 2015 CAE Exam Content Outline

Domain 1: Strategic Management (16-18%)
   A. General Management
   B. Identity and Branding
   C. Financial Management
   D. Globalization
   E. Strategic Planning and Thinking

Domain 2: Governance and Structure (10-12%)
   A. Governance
   B. Volunteer Leadership Development
   C. Affiliate/Chapter Relations

Domain 3: Membership Development (7-9%)
   A. Member Engagement
   B. Membership Recruitment and Retention
   C. Ethics Program
   D. Standard-Setting Programs

Domain 4: Programs, Products, and Services (9-11%)
   A. Development of Programs, Products, and Services
   B. Fundraising, Sponsorships, and Development Programs
   C. Meetings and Events
   D. Certification, Accreditation, and Licensure
   E. Affinity Programs
   F. Professional Development Programs and Delivery Systems

Domain 5: Leadership (16-18%)
   A. General Leadership
   B. Ethics
   C. Diversity
   D. Interpersonal Skills and Group Facilitation
   E. Negotiating

Domain 6: Administration (15-17%)
   A. Human Resources
   B. Technology
   C. Legal and Risk Management
   D. Facilities Management
   E. Vendor/Supplier Management
   F. Business Planning

Domain 7: Knowledge Management & Research (2-4%)
   A. Knowledge Management
   B. Research, Evaluation, and Statistics

Domain 8: Public Policy, Government Relations, and Coalition Building (7-9%)
   A. Public Policy
   B. Government Relations
   C. Coalition Building

Domain 9: Marketing, Public Relations, and Communications (6-8%)
A. Marketing
B. Public Relations Programs
C. Publications, Media & Messages