

2024 ASAE CAE Examination Content Outline

Effective starting with the December 2025 CAE examination

Description	Weight
Domain 1: Governance	12% - 14%
A. Governance Structure	
A1. Sustain an effective governance system to guide the organization in accomplishing its mission.	
A2. Implement the board's policies and strategic priorities.	
A3. Partner with the board and board committees to achieve the organization's mission and vision.	
A4. Ensure there are clear lines defined for members and staff in the governance of the organization.	
A5. Comply with laws and regulations that relate to board activities, meetings, and governance.	
A6. Apply practices that nurture a culture of representation, equity, inclusion, and accessibility.	
B. Component Relations	
B1. Evaluate the effectiveness of the structure and function of components to advance the organization's mission.	
B2. Manage the lines of authority and responsibility for components using appropriate agreements.	
B3. Align policies, procedures, and resources to strengthen component relationships.	
C. Volunteer Leadership Development	
C1. Develop a leadership identification program that addresses conscious inclusion and aligns the organization's needs with individual talent.	
C2. Ensure the leadership development program addresses orientation, ongoing training, collaboration, fiduciary responsibility, and accountability.	
C3. Develop a volunteer leadership succession plan.	
Domain 2: Executive Leadership	20%- 22%
A. Decision Making	
A1. Manage roles between the chief staff executive and leadership, including staff and volunteers, to facilitate effective decision-making.	
A2. Execute effective decision-making using organizational performance metrics and data.	
A3. Establish a culture of accountability, delegated authority, and empowerment.	
B. Ethical Leadership	
B1. Adhere to the ASAE Standards of Conduct to demonstrate transparency, professionalism, and integrity.	
B2. Embody and communicate the highest ethical principles in behavior and decision-making throughout the organization.	
C. Conscious Inclusion and Accessibility	
C1. Model an understanding and respect for a culture of inclusion.	
C2. Proactively address the impact of changing demographic and cultural trends.	
C3. Align policies, processes, structure, offerings, and culture for inclusion and equity.	
D. Adaptive Leadership	
D1. Enhance team effectiveness by fostering new perspectives and growth opportunities.	

D2. Employ facilitation techniques and communication skills to stimulate creative thinking and ensure all perspectives are considered.	
D3. Resolve conflict using effective consensus-building skills.	
D4. Formulate crisis management plans.	
D5. Formulate and execute processes to effectively navigate change and promote innovation.	
D6. Cultivate internal and external collaborative relationships to advance the organization's strategic objectives.	
D7. Promote a culture of wellness and self-care that supports staff well-being, satisfaction, and productivity.	
D8. Promote a culture of foresight that assesses the impact of future trends, challenges, and opportunities.	
Domain 3: Organizational Strategy	11% - 13%
A. Critical Analysis and Planning	
A1. Prepare business plans and align resources, activities, and operations with the organization's strategic goals.	
A2. Utilize performance metrics to guide progression toward the organization's strategic goals.	
A3. Analyze the impact of key trends, including the competitive and financial environment, on the organization's planning and performance.	
A4. Implement an ongoing strategic planning process to advance the organization's vision and mission.	
A5. Develop strategies for capturing business intelligence data to inform decision-making.	
B. Knowledge Management	
B1. Design an internal framework of processes and resources to support staff and operations.	
B2. Design a framework of processes and resources to support members, industry, and the broader community.	
B3. Analyze data from the knowledge management systems to advance the organization's mission.	
B4. Evaluate the effectiveness of the knowledge management strategies and systems.	
C. Digital Strategy	
C1. Advance the organization's digital strategy and solutions to align with business goals.	
C2. Oversee the adoption and accessibility of emerging technologies.	
C3. Implement ethical and inclusive standards, policies, and rules of engagement that govern digital initiatives.	
Domain 4: Operations	14% - 16%
A. Financial Management	
A1. Oversee financial and business planning to achieve the organization's strategic objectives and mission.	
A2. Implement processes, metrics, and tools to monitor, manage, and report financial performance and ensure compliance with laws and regulations.	
A3. Communicate clear and accurate financial information to leadership and relevant stakeholders to support decision-making and ensure transparency.	
A4. Manage revenue and policies for investment and reserves to protect and strengthen the organization's financial security.	
A5. Employ generally accepted accounting principles for independent review or audit of the organization's finances.	
A6. Anticipate the impact of internal and external factors to guide financial planning and policies.	
A7. Apply financial modeling to inform decision-making and evaluate performance.	

B. Human Resources

- B1. Foster a safe and accessible workplace through compliance with rules and regulations and the development of policies and procedures.
- B2. Define job roles and responsibilities with clear position descriptions.
- B3. Ensure fair and equitable treatment of staff and mitigate exposure to risk through compliance with applicable laws and regulations in recruiting, hiring, disciplinary, and termination practices.
- B4. Evaluate staff using a documented process to support collaboration, performance, growth, and professional development.
- B5. Maintain and enforce up-to-date human resource policies and procedures (e.g., employee handbook) that comply with applicable laws and regulations.
- B6. Ensure conscious inclusion and accessibility are integrated into policies, practices, and culture.

C. Legal Oversight and Risk Management

- C1. Manage the organization in compliance with applicable laws and regulations.
- C2. Execute a risk assessment and ensure appropriate insurance to protect the organization's assets.
- C3. Maintain data privacy and security consistent with current laws and regulations.
- C4. Protect the organization's intellectual property.
- C5. Protect organizational assets with emergency and business continuity plans.

D. Infrastructure and Technology

- D1. Align workplace environment requirements with organizational objectives.
- D2. Evaluate and execute the organization's ongoing technology strategy and solutions.
- D3. Establish and maintain policies and procedures to ensure appropriate use of the organization's technology assets and infrastructure.

E. Vendor Relations

- E1. Assess the organization's needs for vendor products and services.
- E2. Implement inclusive, fair, and transparent processes for Requests for Proposals, contracts, non-disclosure agreements, and conflicts of interest.
- E3. Implement contracting procedures that ensure the organization's expectations, interests, and assets are protected.
- E4. Establish a system that supports contract management and compliance.

Domain 5: Business Development

11% - 13%

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

- A1. Analyze feedback to ensure that programs, products, and services are consistent with evolving stakeholder needs and the organization's strategic goals and values.
- A2. Evaluate the feasibility of introducing, modifying, or discontinuing programs, products, and services.
- A3. Develop comprehensive implementation plans to ensure that programs, products, and services are strategy-driven.
- A4. Apply practices that nurture a culture of innovation, inclusion, and accessibility to enhance programs, products, and services.

B. Meetings and Events

- B1. Weigh the viability of holding meetings and events based on the business environment, market, and potential risks.

B2. Define objectives for meetings and events in alignment with organizational goals and stakeholder needs.	
B3. Prioritize the use of organizational resources.	
B4. Evaluate effectiveness and develop a plan to implement meaningful changes.	
C. Certification, Licensure, and Accreditation	
C1. Maintain a current understanding of the distinguishing characteristics of certification, certificate programs, licensure, and accreditation.	
C2. Assess the need and relevance for new and existing credentialing programs.	
C3. Maintain compliance with relevant standards and legal requirements for credentialing programs to ensure validity and minimize risk.	
D. Industry Standards	
D1. Identify the need for standards in keeping with the organizational vision and mission.	
D2. Implement transparent and objective standards development and promulgation processes.	
D3. Maintain standards to protect the organization and its stakeholders and minimize risk.	
E. Partnerships	
E1. Determine the organization's strategic needs and objectives for partnerships.	
E2. Conduct due diligence and ongoing review to ensure partnerships are viable and aligned with the organization's mission.	
E3. Negotiate agreements that define the terms of the partnership and comply with legal requirements.	
E4. Measure the effectiveness of partnerships and make appropriate adjustments based on gathered information.	
Domain 6: Member and Stakeholder Engagement	
10% - 12%	
A. Member Recruitment and Retention	
A1. Assess the membership business model and value proposition to ensure alignment with the mission and strategic goals.	
A2. Define goals and key performance indicators for membership recruitment and retention.	
B. Stakeholder Identification and Cultivation	
B1. Establish inclusive engagement criteria to identify stakeholders that align with the organization's strategic objectives.	
B2. Review the alignment of stakeholder relationships using organizational metrics on a regular basis.	
C. Volunteer Management	
C1. Establish an inclusive system that attracts and engages volunteers through training, recognition, and accountability.	
C2. Clearly delineate the roles and responsibilities of staff and volunteers.	
C3. Cultivate a volunteer pipeline that supports organizational goals.	
D. Ethical Standards	
D1. Conduct periodic reviews of ethical standards for professional conduct and assess alignment with the organization's mission.	
D2. Raise awareness of the ethical standards to encourage adherence.	
D3. Manage a program that addresses violations of ethical standards.	

Domain 7: Advocacy and Public Policy		5% - 7%
A. Government Relations		
A1. Evaluate the need, adequacy, and effectiveness of government relations programs.		
A2. Implement strategies that adhere to applicable laws and regulations related to lobbying, political activity, and political fundraising.		
A3. Confirm and prioritize a government relations agenda consistent with advocacy goals.		
A4. Foster relationships with legislative offices and advocates.		
B. Coalition Building		
B1. Identify and organize coalitions to address emerging issues of common interest.		
B2. Assess the utility and efficacy of coalitions relative to the organization's advocacy goals.		
C. Public Policy		
C1. Establish prioritized public policy positions that support the organization's goals.		
C2. Determine and communicate strategies to achieve public policy goals and engagement.		
C3. Evaluate emerging issues, including social justice, using the organization's criteria for policy engagement.		
Domain 8: Marketing and Communications		10% - 12%
A. Marketing		
A1. Articulate the scope of current and potential markets, identifying market segments and their unique interests and needs.		
A2. Develop a data-driven marketing strategy to achieve organizational goals.		
A3. Utilize effective and inclusive methods of marketing.		
B. Brand Management		
B1. Articulate brand standards to convey the features, benefits, and value of the organization.		
B2. Direct the integration of the organization's brand in all programs, services, and activities.		
B3. Monitor the organization's brand effectiveness.		
C. Communications		
C1. Manage communication strategies, including identifying target audiences and appropriate channels.		
C2. Establish an evaluation process to gauge the effectiveness of messaging and communication methods.		
C3. Review messaging for inclusive language.		
C4. Prepare crisis communication plans.		
D. Public Relations		
D1. Assess the need for a public relations program.		
D2. Establish and maintain public relations strategies that support the organization's goals.		
D3. Evaluate the internal and external factors impacting public relations strategies.		

Please note that rounding was used for weights and item allocations to produce whole numbers. The final domain-level item counts may vary by plus or minus one percent.

V1.2, Minor language update, May 2026