Where Knowledge Meets Excellence.

2025 Institute Showcase

About Institute

Institute for Organization Management is the professional development program of the **U.S. Chamber of Commerce**. Institute was designed to enhance individual performance, elevate professional standards, and recognize **association, chamber of commerce, and other nonprofit professionals** who demonstrate the knowledge essential to the practice of **nonprofit management**.

In **1921**, Institute for Organization Management held its first session on the campus of **Northwestern University** in Evanston, Illinois. Since then, tens of thousands of association, chamber of commerce, and nonprofit professionals have attended sites across the country, making Institute the most recognized and valued education program of its kind.

Institute takes place **four times a year** and is held on college campuses in **Arizona, Wisconsin, Georgia, and Pennsylvania**.

Graduates of the program receive the **IOM recognition**. Known nationwide as the standard for association and chamber training, the IOM recognition signifies **96 credit hours of nonprofit management instruction**, the recipient's completion of the program, and knowledge of the fundamentals of nonprofit organization management. Graduates use the letters "IOM" after their names in public mention and in professional correspondence.

The U.S. Chamber of Commerce's Institute for Organization Management (Institute) program **values diversity** and **practices inclusion** within the association and chamber industries. For the continued advancement of the Institute program, we champion **equal access** and **equity of opportunity** through the **intentional inclusion of all**. Further, we encourage and provide leadership and resources to our association and chamber professionals so they can create D, E, & I programs and initiatives at their own organizations.

Institute for Organization Management values diversity and inclusion across identity groups and professional levels. Identity groups include and are not limited to **age, appearance, disability, ethnicity, gender (identity or expression), geographic location, nationality, professional level, race, religion, and sexual orientation**.

Enrollment Information

Enrollment Fees

Enrollment fees include tuition, materials, and scheduled meals, breaks, and receptions. Attendees are responsible for transportation to and from site, housing, non-program meals, and incidental expenses.

All payments are due in full by the registration deadline.

Early enrollment dates are provided on the website at institute.uschamber.com/register/deadlines-and-fees/

Early Enrollment

USCC Member	$1,545
Nonmember	$1,995

Late Enrollment

USCC Member	$1,745
Nonmember	$2,195

Attendance Policy

Participants must attend all classes to receive full credit toward their IOM recognition and required hours toward an industry certification. Please be sure your travel arrangements provide adequate time to complete all classes. Missed class time will result in required make-up work in order to receive credit.

Cancellation Policy

Cancellations must be made by contacting the Institute office at iom@uschamber.com. A $50 cancellation fee will be charged and the remaining funds will be issued upon cancellation. If an attendee's cancellation occurs within the 14 day window prior to site, a $250 late cancellation fee will be imposed. No-show attendees who fail to cancel within or before the 14 day deadline will forfeit all paid tuition.

Enrollment Incentives

Group Pricing

After the first student from an organization enrolls in 2025 Institute at the regular enrollment price, each additional student from that organization will receive a tuition discount of $300.

Premier Investor Discount

Members of the U.S. Chamber's Association Committee of 100, Chamber of Commerce Committee of 100, Elite and Advantage members of the U.S. Chamber can enroll staff in their first year at Institute for $975 per person and all returning students for $1,245.

Fast Trackers

Any returning or first-year Institute attendee who is attending more than one site in the same calendar year is eligible for a discount. After enrolling for the first site at the regular enrollment price, the student will receive a tuition discount of $300 for any additional sites attended that year.

Enrollment incentives are only valid at the time of initial registration, and codes will not be accepted after registration has been submitted.

For discount codes or questions regarding any of the enrollment incentives, contact the Institute office at iom@uschamber.com.

Scholarship Opportunities

National Scholarship

Any participant that is attending Institute for the very first time may be eligible for a National Scholarship. Each Institute site awards one scholarship worth $500 each toward a first-year tuition. The applicant's organization must be a member of the U.S. Chamber of Commerce.

Regent Scholarship

The Regent Scholarship Program provides financial assistance to both first-year and returning participants. Each year, these are awarded in varying amounts to assist with tuition. Regent Scholarships are made possible by donations from generous volunteers and participants to Institute site-specific silent auctions, and other on-site fundraising opportunities. All attendees are eligible for the Regent scholarship.

How to Apply

To apply for a scholarship, applicants must complete the online scholarship application by the deadline listed. Each application requires applicants to upload and electronically submit a resume and two letters of recommendation (one from a direct supervisor and one from a colleague or member). All documents must be submitted electronically. Please do not send physical documents to the Institute office.

Additional Opportunities

Institute partners with Chamber of Commerce Executive Associations and Societies of Association Executives throughout the country to provide partial tuition scholarships to first-year attendees through the State Partner Scholarship Program. In addition, many of these organizations provide their own Institute scholarships. Please contact your CCE or SAE for more information.

For more information or to apply for a scholarship, visit institute.uschamber.com/ scholarships.
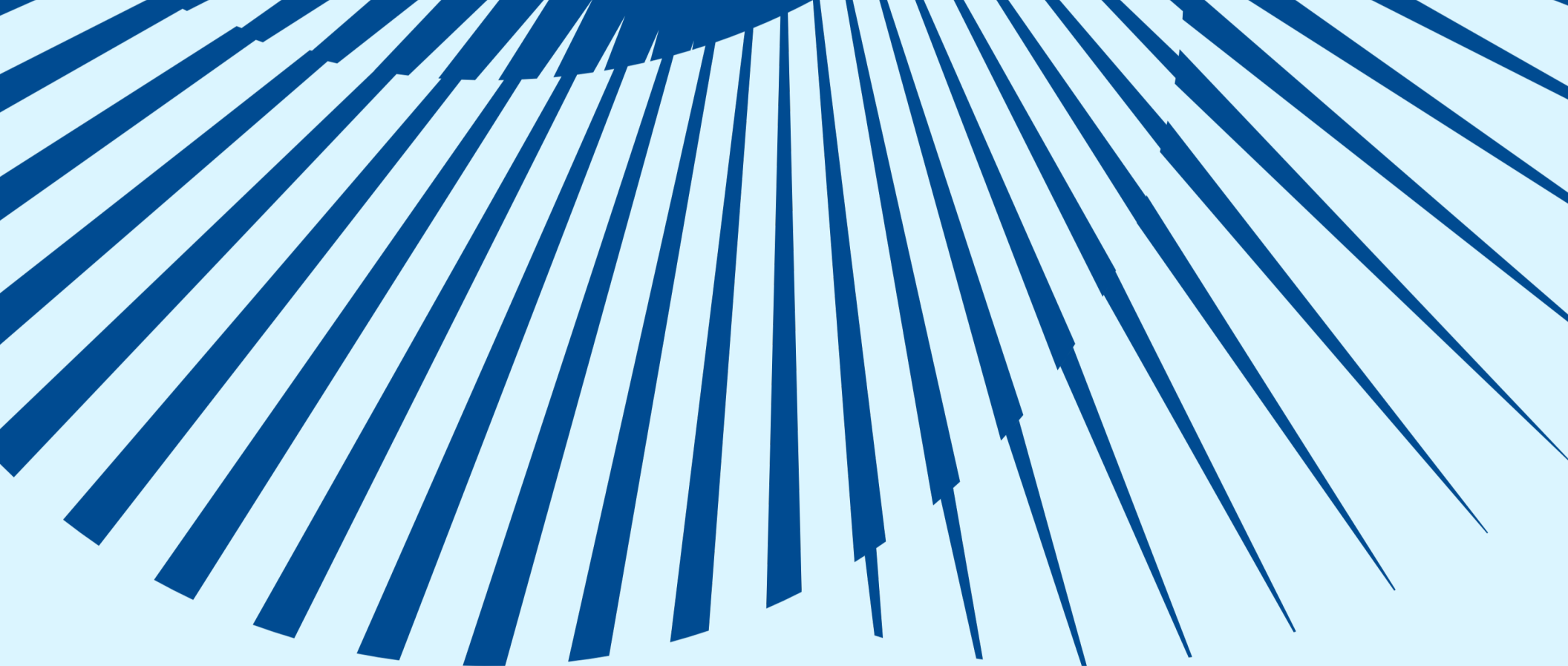
Industry Information

Types of Nonprofit Organizations

Trade Associations

Trade associations are not-for-profit organizations that represent a group of business firms. Businesses join their associations voluntarily and manage them cooperatively. Chambers of commerce are trade associations.

Professional Societies (Individual)

Professional societies include scientific, engineering, and learned societies that strive to advance the bodies of knowledge of their field.

Philanthropic Organizations (Donors)

The term philanthropic organizations encompasses all of those that also might be termed community, health, arts, and public service organizations, including those working in such areas as health care, education, human services, the arts and humanities, community improvement, and civic participation.

Professional Recognition & Certifications

Institute for Organization Management

The IOM graduate recognition is known nationwide as the standard for professional development and fundamental training in the association, chamber, and nonprofit industries. It is awarded to those who have completed the Institute for Organization Management program, a comprehensive course of study in nonprofit management. The course of study aligns with the professional bodies of knowledge for both the CAE and CCE industry certifications.

Certified Association Executive

The Certified Association Executive (CAE) certification, awarded by the American Society of Association Executives, is the marker of a committed association professional who has demonstrated the wide range of knowledge essential to manage an association in today's challenging environment.

Certified Chamber Executive

The only national certification for chamber professionals, the Certified Chamber Executive (CCE) program is designed to assess the applicant's knowledge of the four core chamber management areas—Management, Planning and Development, Membership and Communications, and Operations. The CCE is conferred by the Association of Chamber of Commerce Executives.

Week At A Glance

Day One

2:30–4:00pm .... Pre-Site Networking & On-Site Registration
3:30–4:00pm .... Graduation Rehearsal (Fourth-years only)
4:00–4:45pm .... Homeroom
5:00–5:30pm .... Institute Kickoff

Day Two

8:00–11:30am .... Core Course 1
9:30–10:00am .... Break
11:30am–12:30pm .... Lunch
12:30–4:00pm .... Core Course 2
2:00–2:30pm .... Break
4:15–6:15pm .... Elective Course 1

Day Three

8:00–10:00am .... Elective Course 2
10:00–10:30am .... Break
10:30am–12:30pm .... Elective Course 3
12:30-1:30pm .... Lunch
1:30–5:00pm .... Core Course 3
3:00–3:30pm .... Break

Day Four

8:00–11:30am .... Core Course 4
9:30–10:00am .... Break
11:30am–12:30pm .... Lunch
12:30–4:00pm .... Core Course 5
2:00–2:30pm .... Break
6:30–7:30pm .... Graduation

Day Five

8:00–11:30am .... Core Course 6
9:30–10:00am .... Break
11:30am .... Institute Concludes

Itinerary

Homeroom

Participants assemble in Homeroom to meet their classmates and to catch up with old friends. Class advisors can answer your questions and help you make plans for the week.

Institute Kickoff

This welcome gathering is an informal and fun event for participants to meet and mingle with their colleagues.

Class Activities

Share good times as you gather with your classmates for a special off-campus activity organized by your class.

Graduation Ceremony

Institute has a proven track record for creating leaders. Celebrate and support your colleagues who receive their IOM at the graduation ceremony.

NOTE: This is a general schedule of events. Activities and days of events may vary by site.

Curriculum Overview

From **membership recruitment** and retention to **legal issues** and **finance**, Institute offers education on running a nonprofit organization. In addition, its curriculum is aligned with the **knowledge requirements for the CAE and CCE nonprofit industry certifications**, enabling participants to achieve all their professional goals. In total, participants who complete the four-week program earn **96 credit hours toward their CAE certification** or **28 points toward their CCE certification.**

The courses at Institute are taught by instructors from various backgrounds, including executives of associations, chambers of commerce, and nonprofits; industry consultants; lawyers and CPAs; and college professors. Their in-depth instruction combines practical and academic experience and is designed to help participants explore **cutting-edge ideas** and **best practices to strengthen their organizations.**

Both core and elective courses comprise Institute's curriculum.

Core Courses

During each week of Institute, participants engage in six, three-hour core courses. These courses ensure that all facets of nonprofit management have been covered upon completion of the program.

Elective Courses

Institute's two-hour elective courses enable participants to delve deeper into specific areas of interest and choose courses tailored to their individual needs. Participants choose one elective from each of three groups.

Course curriculum is reviewed and updated annually by the Curriculum Committee using data from course evaluations and feedback from participants and volunteers. Attendees are surveyed after every class for suggestions and content improvements.

First-Year Core Curriculum

C110:
Financial Fitness

One of the leading reasons for subpar financial performance and job loss in the nonprofit industry is poor financial managerial skills. Don't let this area be the cause of your demise. Learn what makes a nonprofit organization different from a for-profit company and maximize your potential.

Course Objectives:

- Establishing better comprehensive financial reporting procedures and analysis.

- Gaining a better understanding of key compliance issues of Federal Form 990 impacting your organization and learn how to tell "Your Good Story."

- Understanding advanced compliance issues related to the Form 990 and governance.

C125:
Hiring, Firing, & Everything In Between

Recruiting, retaining, and supporting employees can be among the most difficult and time-consuming duties of any supervisor. Learn techniques for managing employees—from recruitment to separation—and key benefit trends for retention.

Course Objectives:

- Hiring, orienting, training, and retaining top-notch employees.

- Evaluating work performance.

- Ensuring compliance and effective steps for separation.

C135:
Diversity, Equity, and Inclusion

Inclusive leadership is paramount for successful organizations and thriving communities. Equip yourself with foundational knowledge to prepare you to implement diversity, equity, and inclusion (DEI) strategies and practices in individual workforce performance and externally to drive business outcomes.

Course Objectives:

• Understanding the difference between diversity, equity, and inclusion; application of concepts.

• Creating a climate that promotes an understanding, respect, and value for diversity, equity, and inclusion.

• Understanding the value proposition for implementing diversity, equity, and inclusion in organizations.

• Understand how to achieve impact organizationally through conscious inclusion, a lens of equity, and a culture of trust and belonging.

C150:
Communicating With Confidence

Delivering an important message can be a difficult skill to master. Learn to communicate your message whether in the mailroom or boardroom.

Course Objectives:

• Honing your verbal and non-verbal communication skills.

• Delivering your ideas as messages that resonate.

• Building an effective presentation.

C180:
Guide to Governance

A sound governance structure is needed to ensure success at all levels of an organization. Create a great organization through strong relationships with volunteers.

Course Objectives:

• Building a solid governance structure.

• Enhancing volunteer support for governance.

• Reviewing key governance documents.

C185:
Recruit, Engage, and Retain Your Members

Organizations that retain their members listen to them and exceed their expectations. Identify the myths and realities about keeping members and become familiar with approaches that you can use to deliver products and services to meet members' ever-changing needs.

Course Objectives:

• Understanding typical member retention rates and patterns.

• Identifying ways to gauge member needs and satisfaction.

• Implementing techniques to identify and deliver

Second-Year Core Curriculum

C220:
Is That Legal?

Perhaps the most important part of any job is knowing the law. Don't put your career on the line because you are simply misinformed on legal issues.

Course Objectives:

• Recognizing corporate and operational legal issues.

• Identifying areas in which legal problems are most likely to occur.

• Understanding legal trends that affect nonprofits.

C230:
Managers Who Motivate

You play an integral part in empowering your colleagues to achieve greatness. Learn how to assess and improve your own management style tailored to the needs of your diverse workforce.

Course Objectives:

• Developing your personal management style.

• Setting expectations and coaching your team.

• Managing conflict and change.
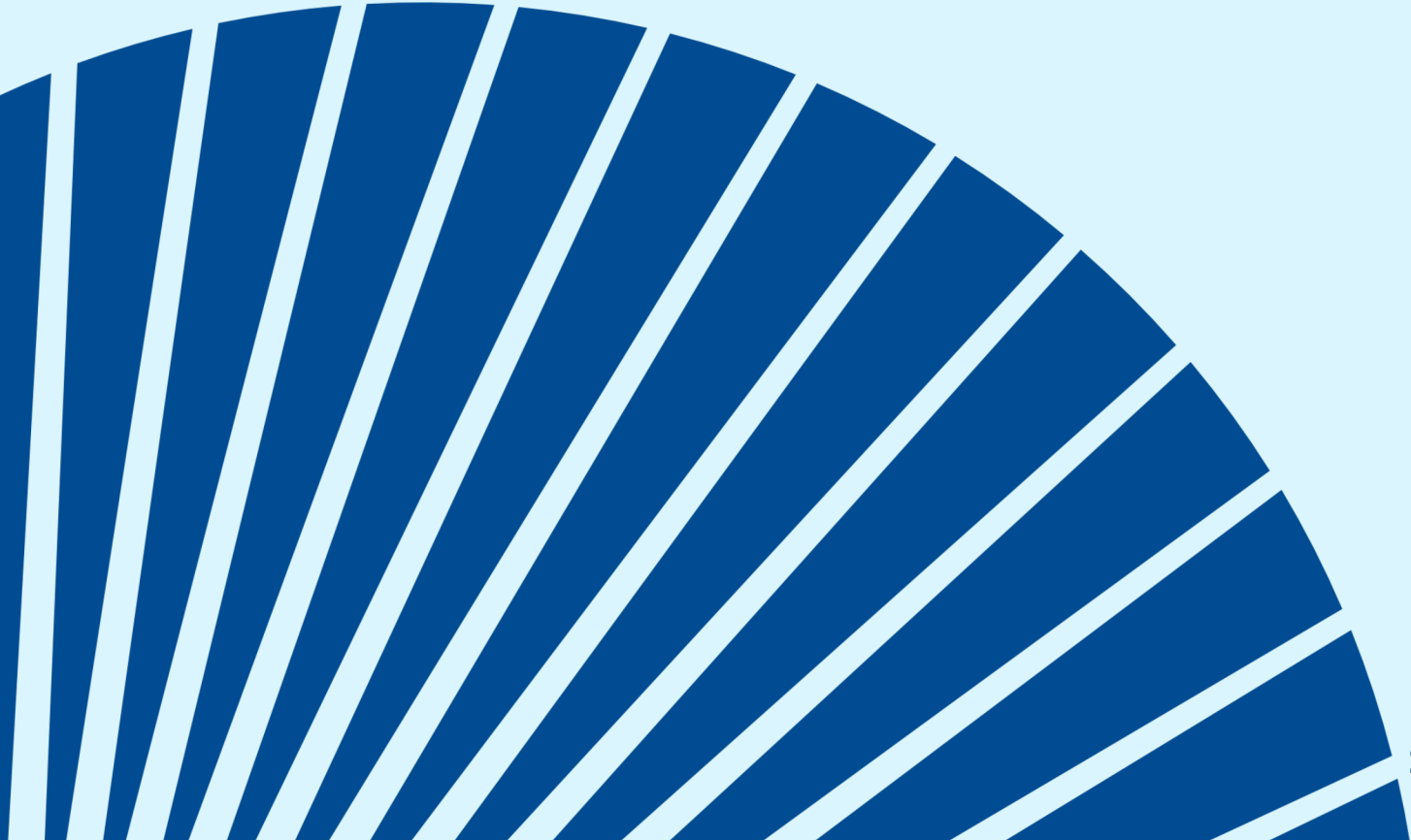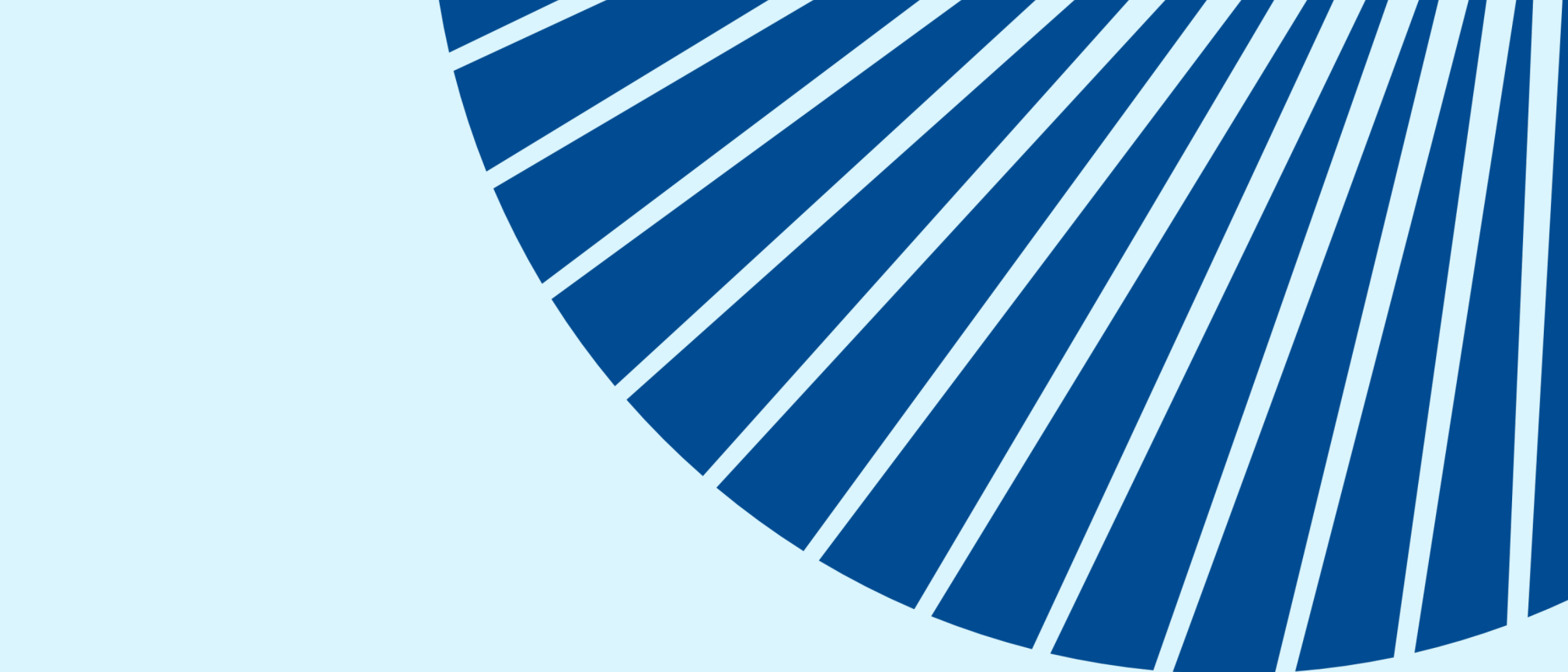
C240:
Foundations

Explore strategic approaches needed for a Foundation to align its focus and output with its purpose and vision. This course is designed for anyone wanting to create, effectively operate, or leverage a foundation. Learn the technical infrastructure needed to align with IRS governance and compliance, as well as accounting and audit rules impacted by received restricted funds from contributions and grants.

Course Objectives:

- Determining how and why to start a Foundation.
- Creating the strategic alignment and developing the programmatic alignment for a Foundation.
- Understanding the resource alignment for a Foundation.

C260:
Marketing Strategies

Learn how to create and implement a marketing plan to promote your organization and community. Find out how to target specific audiences, develop effective one-to-one and one-to-many communications, and assess marketing programs. Focus on tactical implementation of marketing strategies.

Course Objectives:

- Identifying key elements of a marketing plan.
- Implementing techniques for researching your audience and measuring success.
- Utilizing marketing tools for nonprofits.

C261:
Events: Strategy and Operations

Events and programs typically bring together a wide range of stakeholders for a specific purpose. Examine events that exceed the needs and expectations of all involved.

Course Objectives:

- Creating events with a strategic purpose.
- Utilizing technology to improve the bottom line and increase attendee satisfaction.
- Examining financial management, stakeholder management, and event design.

C270:
Effective Government Affairs Programs

Nonprofits serve as advocates for their members and communities. Despite your experience or your organization's size, establishing a grassroots network doesn't have to be overwhelming. Learn the basics of a successful approach to legislative advocacy and policy.

Course Objectives:

- Determining who should be involved in the program and why.
- Creating a legislative policy.
- Running a grassroots network.
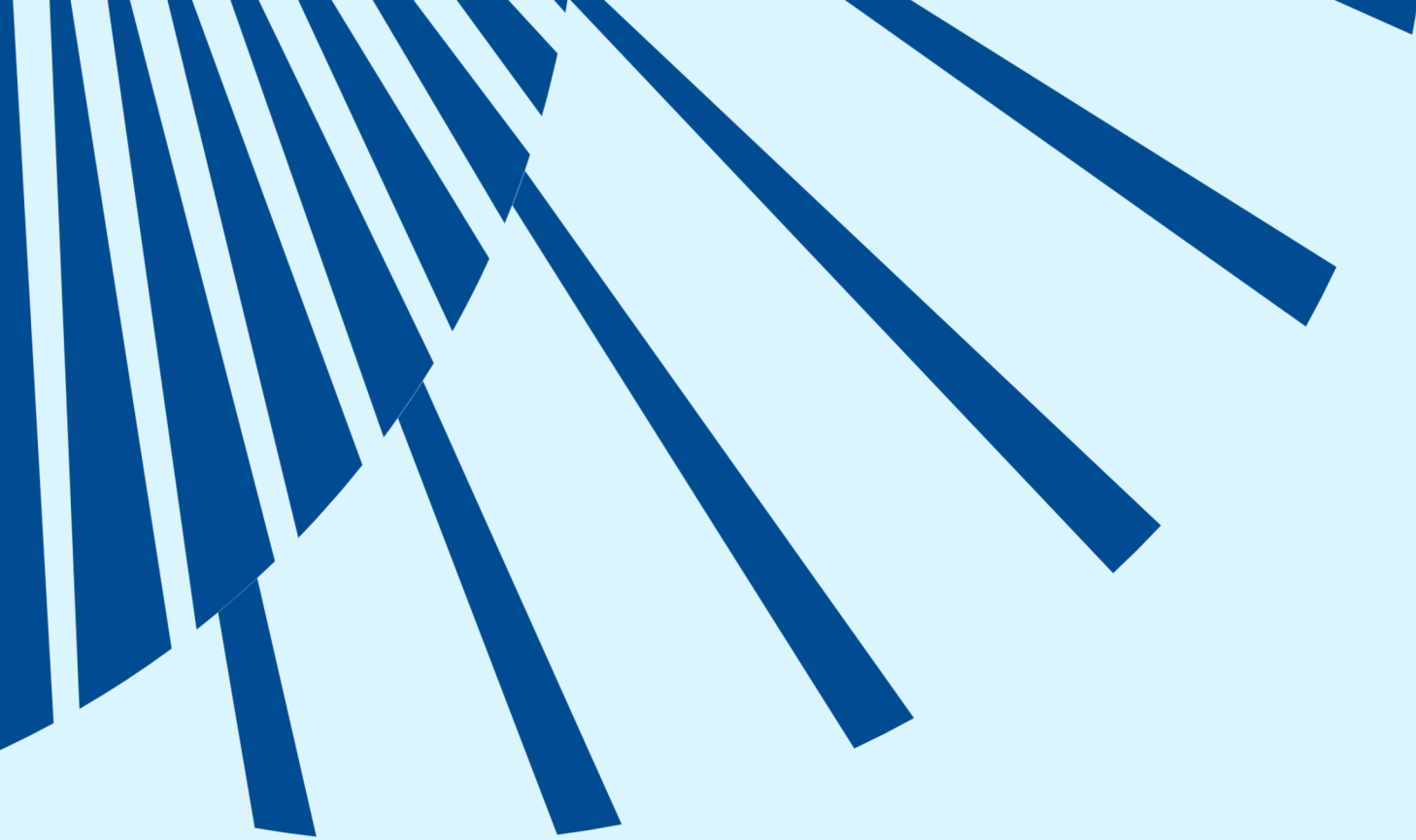
Third-Year Core Curriculum

C310:
Budgeting and the Bottom Line

Every organization tries to stretch available dollars as far as possible through wise spending, responsible income forecasts, and sound expense projections. Examine the concepts you need to put together meaningful budget-based financial reports to help you better manage your organization during difficult times.

Course Objectives:

- Developing program-based budgeting for tracking the real financial results and staying ahead of the curve.

- Building a better budget.

- Exploring other critical budget considerations.

C330:
Everyday Ethics

Become aware of the pitfalls, red flags, and troublesome routine activities to avoid. Learn how to protect your character and your organization.

Course Objectives:

- Examining how individuals and organizations think, act, and develop policies.

- Learning how to perform an ethical analysis of an organization.

- Determining if structure or policy changes are necessary to avoid ethical conflicts.

C340:
Strategic Planning

Successful organizations plan strategically for the future. By following a few basic principles, your organization can develop a strategic plan to give direction for governance and management.

Course Objectives:

- Understanding processes for strategic planning.

- Implementing strategic planning tools and techniques.

- Translating the strategic plan into action.

C341:
Building Strategic Partnerships

Long- and short-term partnerships with other organizations can help your organization reach community goals that may be unattainable if attempted alone. Form cooperative arrangements with others to pool resources and to achieve great things.

Course Objectives:

- Understanding the importance of coalitions and strategic alliances.

- Implementing steps for effective collaboration.

- Defining and evaluating outcomes of strategic partnerships.

C360:
Culture of Innovation

Organizations compete to show their value and relevance among current and potential members. Learn how to build a creative and innovative culture in your organization. Utilize tools to select the best ideas, evaluate the details, and see the best ideas through.

Course Objectives:

- Defining a creative and innovative culture.

- Creating and cultivating an innovative culture.

- Making the business case for innovation.

C380:
Volunteer Development

It is challenging to identify, attract, and retain quality volunteer leaders. Examine leadership and succession programs in nonprofit organizations through strategic volunteer development.

Course Objectives:

- Developing volunteer leadership.

- Implementing successful strategies to recruit organizational leadership.

- Building a volunteer structure for future leaders to emerge.

Fourth-Year Core Curriculum

C420:
Current Legal Issues Facing Your Organization

Timely legal issues that can and will suddenly strike; and when to contact your attorney!

Course Objectives:

- Examining issues affecting your organization and the legal pitfalls.

- Understanding employment agreements at both executive and junior levels.

- Exploring anti-trust laws and how they relate to not-for-profit organizations.

C430:
Becoming a Strategic Leader

Strategic leaders foster collaborative teams that can position the organization toward success within the business community and external organizations.

Course Objectives:

- Building positive relationships with your team and external stakeholders and collaborators.

- Understanding the diversity of the business community and external organizations.

- Measuring results.

C441:
Industry Trends

Is your organization ready for the future? Explore trends and issues affecting the nonprofit world and prepare for the future.

Course Objectives:

- Discovering essential industry trends.

- Understanding how the changing complexities of the global market affect your members.

- Preparing to manage workforce trends and demographic shifts.

C460:
Integrating Strategic Technology Solutions

Integrating a dynamic website, contact database, and accounting program is essential in doing business today. Take the necessary steps to further develop a technology plan that works for your organization.

Course Objectives:

- Building positive relationships with your team and external stakeholders and collaborators.

- Understanding the diversity of the business community and external organizations.

- Measuring results.

C470:
Advocacy and Alliances

Once your advocacy program is in place, you are ready to take the next steps. Position your organization to be a leader in advocacy within the community and external organizations. Delve into the ins and outs of the different channels of coalition building.

Course Objectives:

- Developing political coalitions and alliances.

- Preparing issue papers and other materials.

- Building and managing relationships with your elected officials.

C490:
Organization Leadership for the Future

Maximize your organization's potential by keeping current on trends and the environment around your organization. Create a synergistic environment through trust, appropriate culture, and the ability to affect change when needed.

Course Objectives:

- Utilizing situational awareness.

- Implementing techniques to lead change.

- Developing a culture of leadership.

Group One Elective Courses

E110:
Revving Your Revenue Stream

Identify new ways to fundraise, sponsor, and build partnerships to bring revenue into your organization. Learn the steps involved to establish partnerships, including due diligence and safeguards to protect your organization and its members.

Course Objectives:

- Discovering avenues to bring revenue into your organization.

- Examining potential new sources of non- dues revenue through creative funding.

- Understanding the financial and legal implications associated with different revenue streams.

E120:
Executive Law

There are many situations in which your organization may be found legally responsible. Examine common areas of risk for nonprofit membership organizations and discuss strategies to manage liability risk.

Course Objectives:

- Recognizing issues that land a nonprofit professional in legal trouble.

- Implementing safeguards to protect your organization.

- Managing roles and responsibilities of the board, committees, and task forces.

E126:
Dealing With Challenging Employees

Handling difficult employee situations can be one of the most tedious and anxiety-producing aspects of management. By handling such situations effectively, it is often possible to turn a difficult situation into a great one.

Course Objectives:

- Defining unsatisfactory employee performance behaviors.

- Learning tools and techniques to address problematic staff behavior.

- Identifying actionable steps if you can't turn it around.

E130:
501(c)3 Financials of Foundation Management

Fiscal and Financial Planning and Operational Information for 501(c)(3) Foundations Paired with 501(c)(6) Membership Chambers and Associations. Learn the technical infrastructure needed to align with IRS governance and compliance, as well as accounting and audit rules impacted by received restricted funds from contributions and grants.

Course Objectives:

- Accounting and financial reporting systems adaptations.

- Financial planning and revenue sources.

- Form 990 and other filings.

E140:
Building Organizational Excellence

Excellent organizations begin with a determination to be the best. When your board asks, "Are we the best?" know how to answer their question.

Course Objectives:

- Identifying the principles and best practices of successful organizations.
- Benchmarking your organization's performance against the standards of other top organizations.
- Implementing best practices.

E142:
Fundamentals of Community & Economic Development

Learn the fundamentals of community and economic development to enhance your organization's relevance.

Course Objectives:

- Defining economic development, including the various types and forms.
- Developing existing business retention and expansion programs.
- Building collaborative economic development relationships and receiving examples of funding structures for economic development organizations.

E144:
Introduction to Artificial Intelligence (AI) For Nonprofits

This course will introduce nonprofit leaders to the fundamentals of Artificial Intelligence (AI), including privacy, security, and ethical considerations for responsible implementation, and its potential applications in the sector.

Course Objectives:

- Understanding AI fundamentals.
- AI security & ethical considerations.
- Identifying AI applications in nonprofits.

E150:
Unleash the Leader Within

As we manage people, tasks, and our careers, focusing on our personal leadership style sometimes falls to the wayside. Leadership is an integral part of becoming a successful professional. Acquire the skills you need to become the leader you want to be.

Course Objectives:

- Utilizing tools needed to be a leader.
- Understanding the deterrents to successful leadership.
- Identifying styles of effective leaders.

E163:
Communicating Through Media

Take a high-level approach to understand what media platforms are available, identify audiences and how to reach them, protect brands, defend positions, and mitigate risks. Learn how to maximize, or minimize, attention on an issue or event with the media.

Course Objectives:

- Understanding your audience.
- Communicating your message with impact to different media outlets.
- Messaging with maximum effectiveness.

E180:
Building Better Boards and Committees

Learn to build strong boards and committees from recruiting the right people to successfully orienting board and committee members and planning for succession.

Course Objectives:

- Recruiting board members that reflect the diversity of your members.
- Structuring a board or committee orientation program and setting expectations.
- Coaching the board or committee to think strategically and prepare for succession.
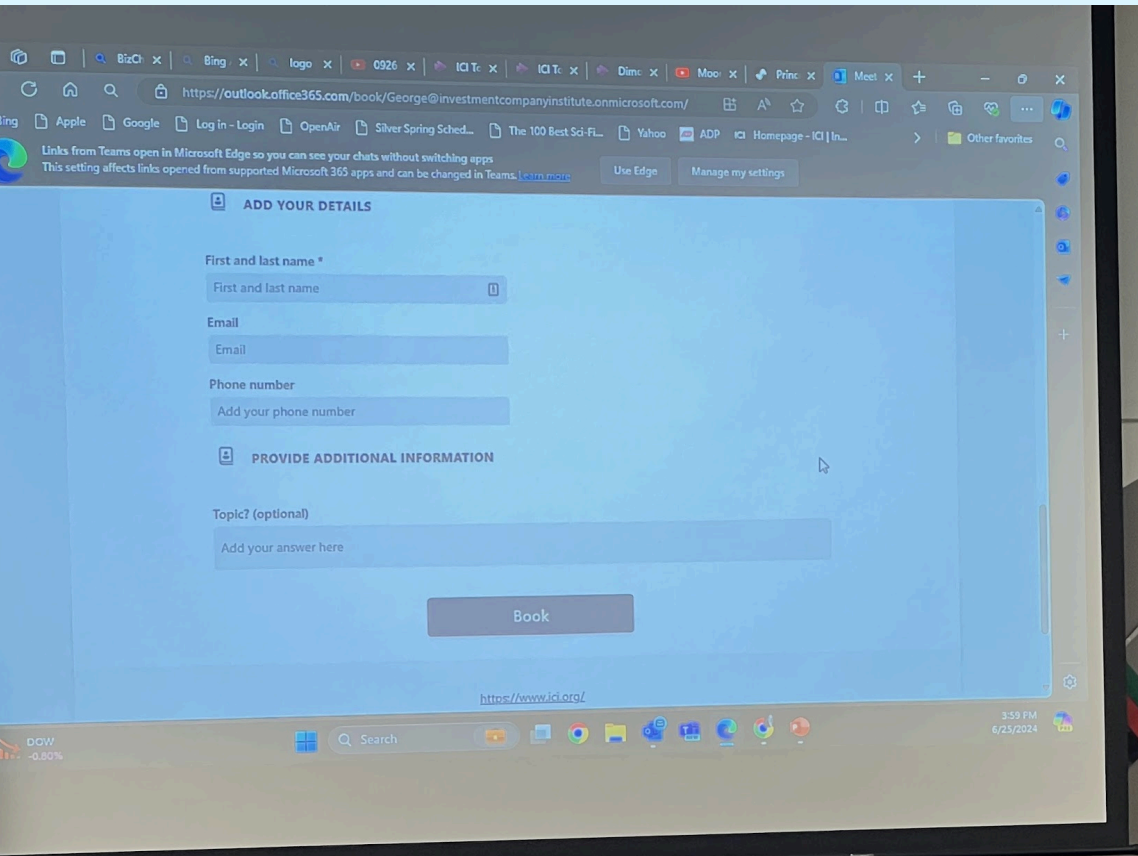
Group Two Elective Courses

E210: Executive Finance

Executives who ignore key financial compliance issues can end up with unanswered questions in front of the board, empty corporate accounts, fired, or even jailed. This course covers advanced compliance and financial issues to keep you out of trouble.

Course Objectives:

- Identifying and documenting unrelated business income tax.
- Recognizing how audits have changed in recent years and how to be better prepared to meet the new standards.
- Implementing strong internal accounting controls and internal control building blocks.
- Exploring how to better communicate important financial information to your board and members.

E211: Sponsorship Solicitation

Sponsoring events, publications, and programs can be a significant source of revenue. Learn how to structure sponsorship opportunities, develop a price, and solicit the right organizations to meet your goals.

Course Objectives:

- Developing sponsorship pricing structures, factors, and packaging.
- Identifying the right organizations to solicit sponsorship.
- Making the sponsorship sales pitch and showing the return on investment.

E230: Managing Upward

You are in charge of your performance and career development. Discover new ways of working with your supervisor to build cooperation and achieve success that benefits both of you.

Course Objectives:

- Understanding your manager and building the relationship.
- Developing your value to your organization.
- Building trust with your manager.

E235: Diversity, Equity, and Inclusion - Strategic Planning For Your Organization

This course is designed for chamber, association, and nonprofit professionals at all stages of their DEI journey. Whether you're just starting out, looking to revitalize existing efforts, or seeking innovative strategies to propel your efforts to the next level, this course will equip you with the tools and frameworks you need to create an inclusive and equitable organization.

Course Objectives:

- Laying the foundation.
- Building an impactful strategy.
- Implementing the strategy.
- Measuring and reporting progress.

E240: Strong Associations for the Future

Government regulation, technology, public trust, volunteerism, and a host of other issues affect the relevance and viability of associations. Become aware of key trends and issues that impact associations and discuss steps to ensure the future of the association industry.

Course Objectives:

- Examining marketplace trends in the association industry—income, revenue, and membership metrics.
- Identifying shifts in trends to ensure that your organization stays ahead of the curve and delivers member value.
- Investigating innovative programs, governance, and operating procedures of trailblazing associations.

E241: Strong Chambers for the Future

Government regulation, technology, public trust, volunteerism, and a host of other issues affect the relevance and viability of chambers. Become aware of key trends and issues that impact chambers and discuss steps to ensure the future of the chamber industry.
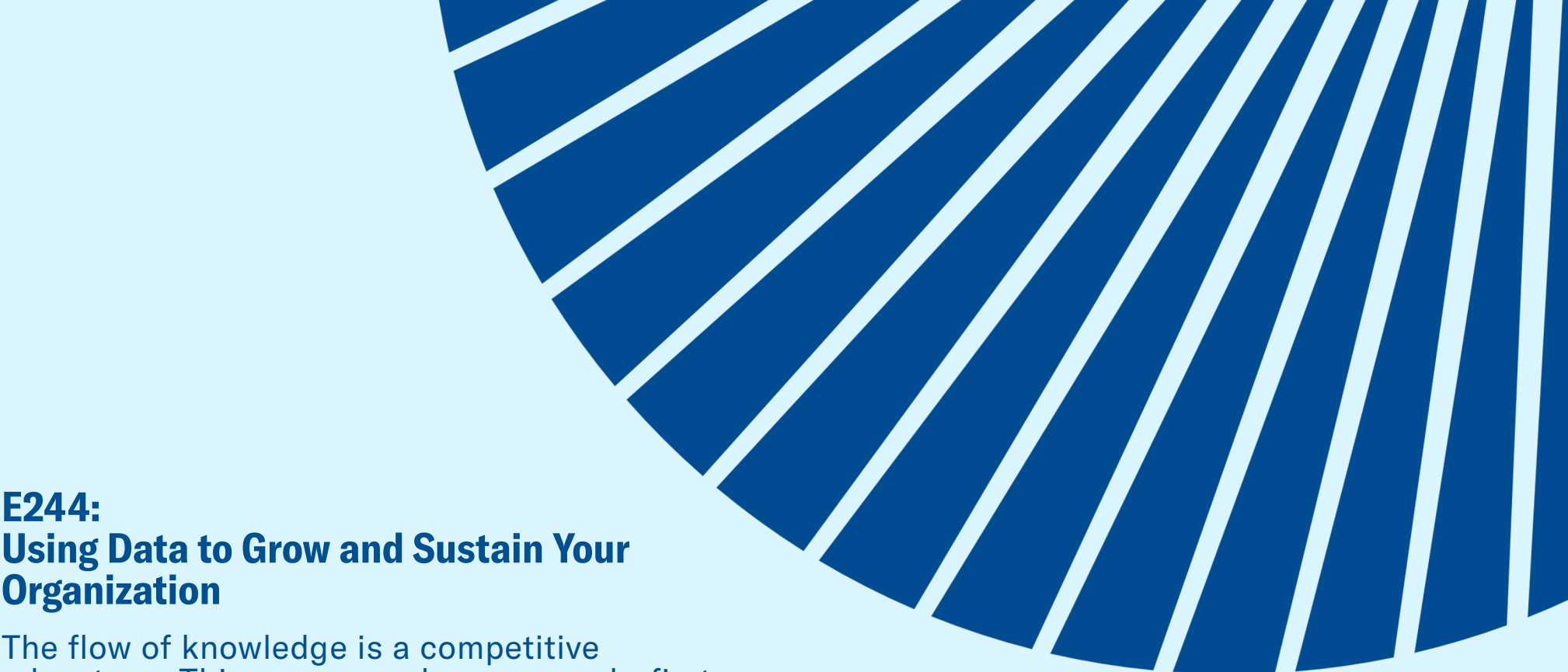
Course Objectives:

- Understanding income, membership, and competitive marketplace trends in the chamber industry.
- Identifying shifts in trends to ensure that your organization stays ahead of the curve and delivers member value.
- Examining innovative programs, governance, and operating procedures of trailblazing chambers.

E243: Creating a Future-Ready Workforce

In order to develop a competitive workforce, we need to empower employers, workers, and learners with the tools and infrastructure to meet current and future labor market needs. This course will provide an overview of the critical role the business community plays in transforming our workforce system while providing innovative ideas for ways in which chambers of commerce and associations can lead these efforts.

Course Objectives:

- Understanding workforce development activities, trends, and terminology.
- Identifying common initiatives and the business role in transforming workforce systems.
- Developing a baseline understanding of the U.S. Chamber of Commerce Foundation's various workforce initiatives and how to engage and make an impact.

E244:
Using Data to Grow and Sustain Your Organization

The flow of knowledge is a competitive advantage. This course explores a people-first and principle-centered approach to leverage knowledge in nonprofits.

Course Objectives:

- Evaluating relationship management systems and information that should be captured.

- Understanding how to link member data and forecast trends.

- Developing and analyzing data through surveys and other research tools.

E250:
PACs and Political Endorsements

Is your organization ready to begin a PAC and engage in endorsements? This class will provide step-by-step instruction on how to establish and grow successful political action committees and endorse candidates.

Course Objectives:

- Addressing ballot initiatives and referendums.

- Creating and maintaining a PAC.

- Building an airtight endorsement strategy.

Group Three Elective Courses

E310:
Evolving Membership Models

Do you plan to reevaluate or restructure your organization's membership investment schedule? This session looks at the major issues in developing a dues schedule and the approaches that different organizations use.

Course Objectives:

- Evaluating advantages and risks of various dues schedules.

- Identifying steps for conducting a review of your organization's dues structure.

- Implementing techniques to ensure smooth implementation of a dues schedule change.

E330:
Keys to Delegation and Empowerment

The stress that comes from being responsible and accountable for performance can hinder success and job satisfaction. Delegation gives others a greater stake in organizational outcomes and can increase productivity. Explore strategies for empowering others to assume more responsibility.

Course Objectives:

- Identifying what and what not to delegate.

- Understanding how to delegate to the right person at the right time.

- Implementing ways to improve staff accountability.

E331:
CEO Lessons Learned

Learn how to thrive as a nonprofit executive. Gain insight and refinement as an executive in the industry. Tips, lessons, and stories are captured and shared during this interactive session.

Course Objectives:

- Sharing best practices.

- Exploring habits and behaviors of nonprofit executives, from challenges to everyday opportunities.

- Assessing your career stage and growth opportunities.

E342:
Advanced Strategies of Community and Economic Development

Expand your organization's role in economic development and learn strategies to compete globally.

Course Objectives:

- Structuring a deal, identification, and use of incentives.

- Understanding redevelopment, revitalization, and regionalism.

- Utilizing technology in economic development.

E343:
Building a Brighter Future: Business Leadership in Education

In today's rapidly evolving world, business leaders play a pivotal role in shaping the future of education. "Building a Brighter Future" is a comprehensive course designed to equip business leaders with the knowledge and skills needed to understand and engage with the earliest part of the education and workforce pipeline. This course will provide an overview of the childcare and K-12 education landscape, including the importance of early learning, childcare as a two-generation workforce issue, and K-12 education as a workforce issue.

Course Objectives:

- Developing a foundational understanding of the childcare and K-12 education systems, including history of education policy, basic concepts, and policy.

- Identifying common initiatives and the business role in childcare and K-12 education.

- Exploring resources and initiatives from the U.S. Chamber of Commerce Foundation in the childcare and K-12 education spaces.

E350:
The Art of Persuasion and Negotiation

Persuasion and negotiation require patience and determination. Learn to shift opinions through key people, case studies, power words, and presentations. Convince others to step up and take on new initiatives. Learn how to obtain the results you want through negotiation.

Course Objectives:

- Understanding the types of decision makers and how they can be most effectively persuaded.

- Identifying words and techniques to convince others to take action.

- Implementing a plan of action for negotiations.

E360:
Strategic Communications

Your communications strategy needs to effectively convey organization products, programs, and services. Learn to evaluate your communications and marketing strategy to ensure that your organization is properly branded to reach its critical audience.

Course Objectives:

- Evaluating and structuring an effective communications strategy.

- Targeting the right audience for various communications efforts.

- Determining the appropriate brand within the market.

E362:
Policy Development and Implementation

Policies and procedures exist to protect the organization and the professionals within it. Determine the differences between policies and procedures and learn how to implement an appropriate structure in your organization.

Course Objectives:

- Identifying differences between policies and procedures.

- Exploring the process for implementing policies.

- Understanding risk management.

E380:
Delivering Value

Nonprofit organizations face an increasingly competitive market for members and customers. Learn how to develop your organization's value proposition and convey the significance of your services to current and prospective members and customers.

Course Objectives:

- Identifying your value proposition.

- Communicating your value proposition.

- Measuring your value proposition.
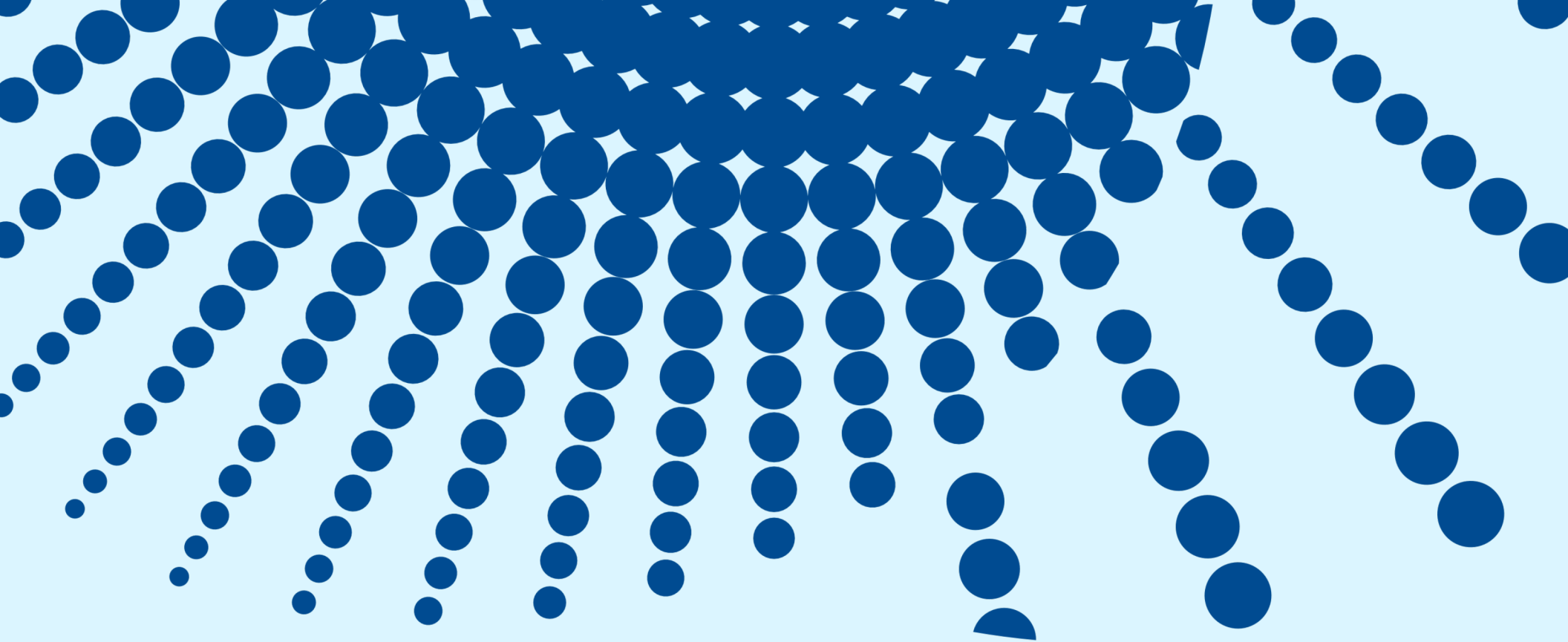
# Boards & Committees

Introduction

Institute volunteers are graduates of the program and leaders in the association, chamber, and nonprofit communities. Volunteers share their expertise with attendees and serve as mentors, both on-site and throughout the year.

Overview

Three separate entities govern Institute, and each has its own purpose, mission, and role. The National Board of Trustees is responsible for setting the strategic direction for Institute and establishing standard operating procedure and polices. Four Boards of Regents oversee the implementation of the Institute program at each site. The Curriculum Committee ensures that the curriculum is tied to the CAE and CCE bodies of knowledge while maintaining relevance to today's issues.

All Institute volunteers serve in an advisory capacity.
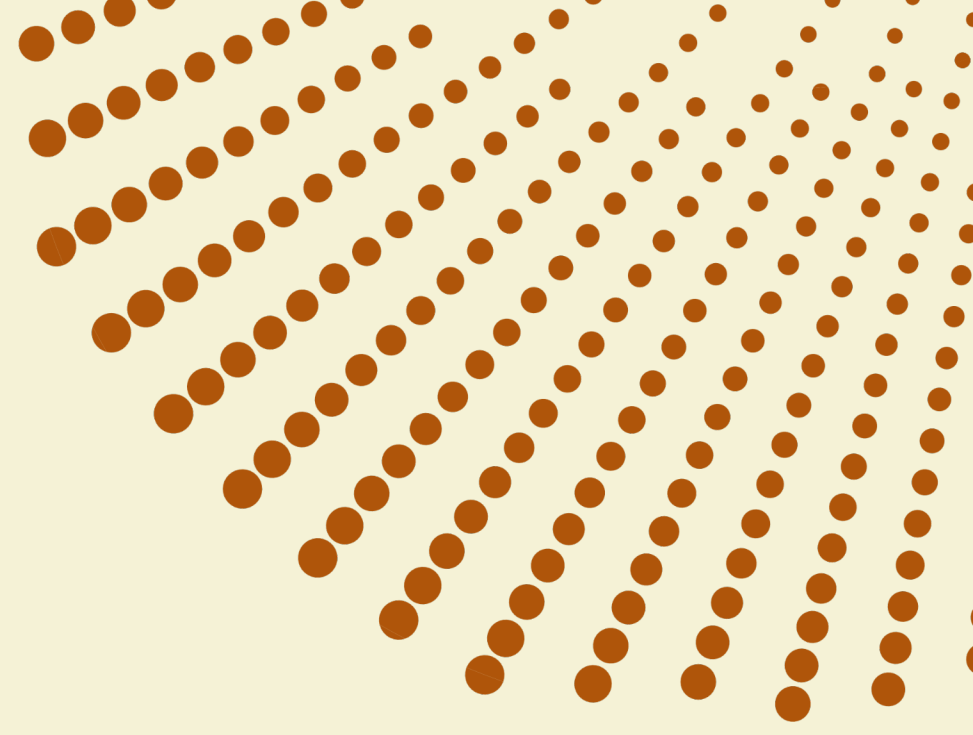
Winter Institute

University of Arizona
Tucson, Arizona
January 5-9, 2025

Each January, the University of Arizona welcomes association and chamber professionals from all corners of the United States and abroad, providing a refreshing change for those living in cold-weather cities. Located in the heart of Tucson, the University of Arizona's large campus encompasses 356 acres and is home to more than 35,000 students. Throughout the week, Winter Institute's classes, breaks, and exhibits are held on the University of Arizona campus, about a 10-minute walk from the Tucson Marriott University Park Hotel.

Important Dates & Times
- On-site registration begins Sunday, January 5 at 2:30 p.m.
- Institute ends Thursday, January 9 at 11:30 a.m.
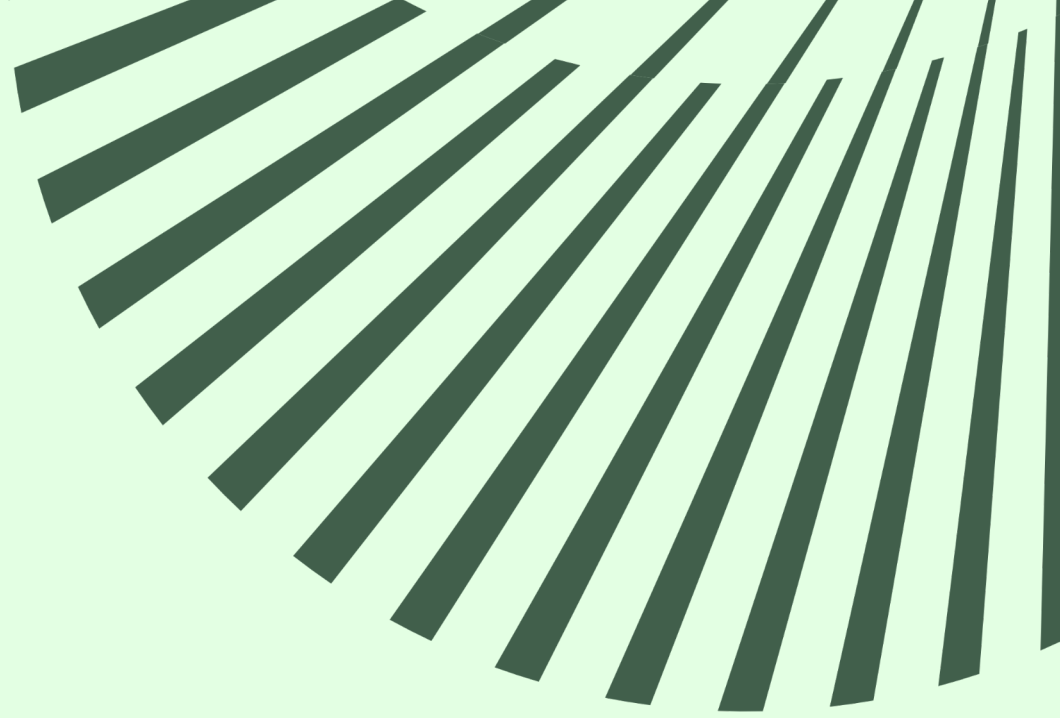
Midwest Institute

University of Wisconsin
Madison, Wisconsin
June 1-5, 2025

Midwest Institute has been held at the University of Wisconsin-Madison since 2005, attracting nonprofit professionals from the Midwest, Great Lakes, and Southern regions. Spanning over 930 acres and home to over 30,000 students, Madison is the flagship campus of the University of Wisconsin system and is categorized as one of the top public research universities in the United States. With many state-of-the-art facilities located around campus, the University of Wisconsin-Madison offers Institute participants a complete executive education experience in the heart of the Midwest.

Important Dates & Times

- On-site registration begins Sunday, June 1 at 2:30 p.m.
- Institute ends Thursday, June 5 at 11:30 a.m.
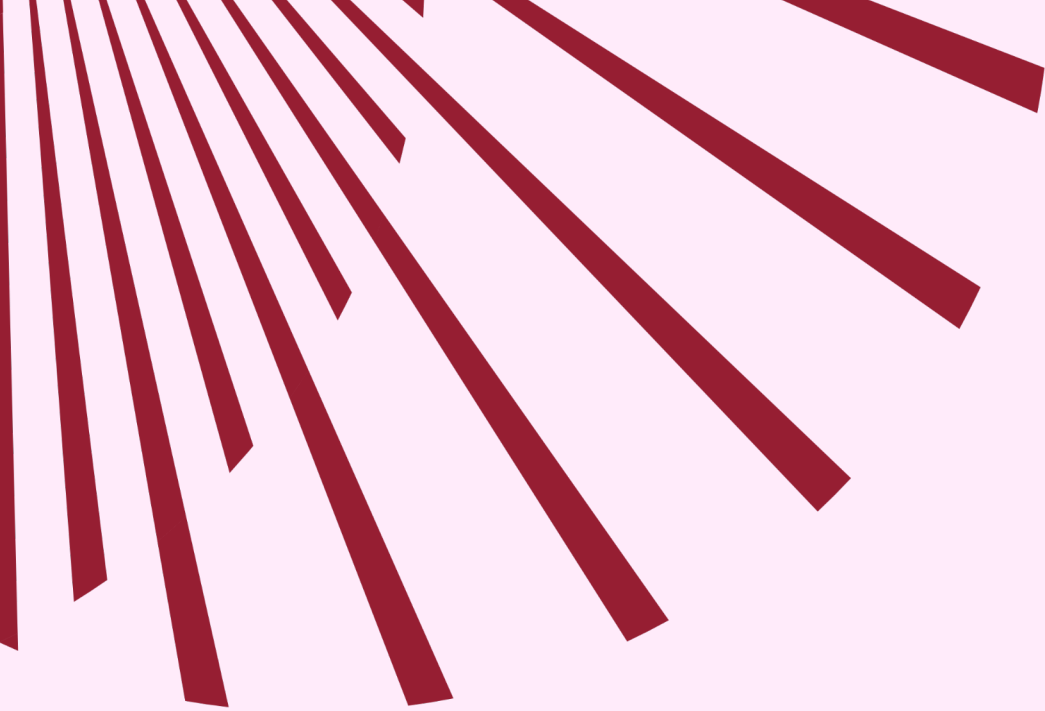
Southeast Institute

University of Georgia
Athens, Georgia
June 22-26, 2025

Since 1963, UGA has welcomed Institute participants onto its campus. While Institute has been a program of the U.S. Chamber for over 100 years, Southeast Institute at UGA is the longest continuous site in Institute's history. Located in Athens, GA, the University of Georgia has a true college town atmosphere and offers a wide range of social and cultural resources. Southeast Institute attracts professionals from surrounding states and is known to draw the highest percentage of chamber executives of all the Institute sites.

Important Dates & Times

- On-site registration begins Sunday, June 22 at 2:30 p.m.
- Institute ends Thursday, June 26 at 11:30 a.m.
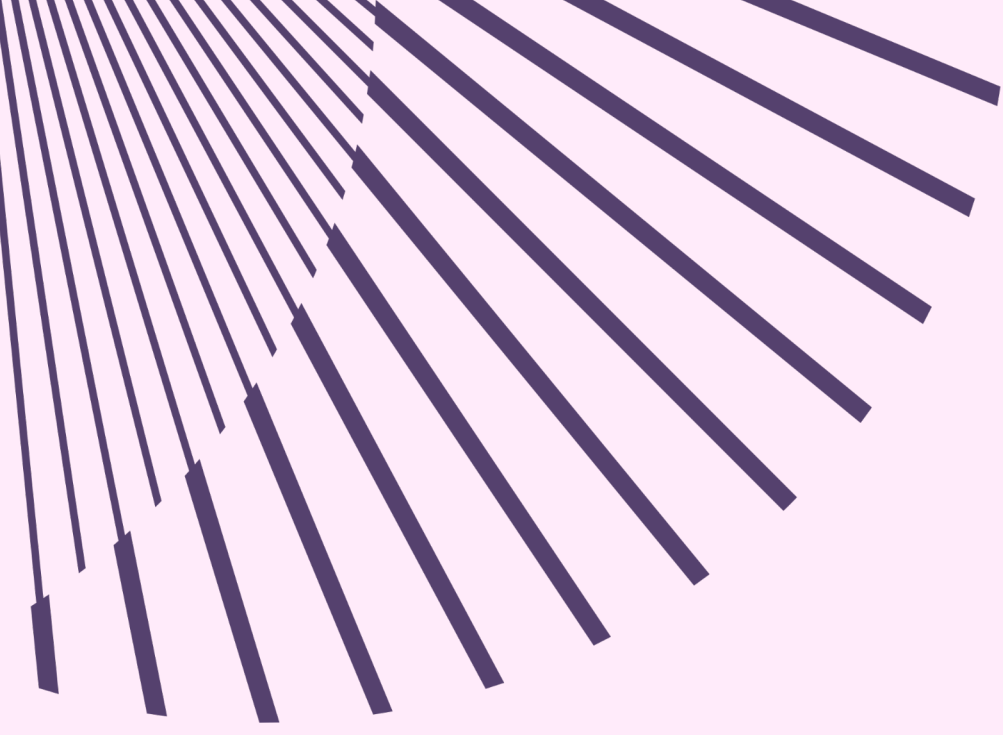
Northeast Institute

Villanova University
Villanova, Pennsylvania
July 27-31, 2025

Nestled along Philadelphia's western "Main Line" suburbs, Northeast Institute at Villanova University is an ideal location for participants located on the east coast. Founded in 1842, Villanova University is the oldest and largest Catholic university in the Commonwealth of Pennsylvania. Typically, Northeast draws the greatest percentage of association professionals compared to the other Institute sites, due to its proximity to the Washington, D.C. metropolitan area.

Important Dates & Times

- On-site registration begins Sunday, July 27 at 2:30 p.m.
- Institute ends Thursday, July 31 at 11:30 a.m.

U.S. Chamber of Commerce

We advocate, connect, inform, and fight for business growth and America's success.

Who We Are

The Chamber of Commerce of the United States is the world's largest business organization. Our members range from the small businesses and chambers of commerce across the country that support their communities, to the leading industry associations and global corporations that innovate and solve for the world's challenges, to the emerging and fast-growing industries that are shaping the future. For all of the people across the businesses we represent, the U.S. Chamber of Commerce is a trusted advocate, partner, and network, helping them improve society and people's lives.

What We Do

Since our founding, the U.S. Chamber has advocated for policies that help businesses create jobs and grow our economy. Building on a strong legacy of trust and track record of success, we help today's businesses start, grow, and thrive in a complex and constantly changing macro environment. We inform our members with timely policy analysis and legal advice, connect them with leaders in business and government through world-class events and intimate gatherings, and equip them with tools and resources to help them succeed. Above all, we serve as their ally and champion on Capitol Hill, in the courts, in the state houses, and in markets around the world. No matter who or where our members are, we are their seat at the table and voice in the debate.

We advocate, connect, inform, and fight for business growth and America's success.

What We Believe

While the country has changed since the U.S. Chamber of Commerce was established over a century ago, our foundational belief has not. We believe in the ability of American businesses to improve lives, solve problems, and strengthen society. And throughout the years, a clear pattern has emerged. When citizens, business leaders, and government officials work together, America works. There are greater opportunities for better jobs, new industries, and fairer laws. Communities thrive, the economy grows, and our nation's positive influence in the world increases. When that partnership breaks down, those opportunities and the country's optimism fade.

To us, the choice is simple. The future we want to build gives everyone the opportunity to build a better future for themselves. It's why our job today—and every day—is to build the strongest relationship possible among the American people, business leaders, and elected officials in Washington, state capitals, and countries around the globe. This empowers business to play a vital and needed role in a healthy democracy. It allows us to shape and deliver the bold policies that matter most to our members. And it enables millions of businesses to create the jobs and economy that offer every American the chance to pursue their goals.

To learn more about the U.S. Chamber, visit uschamber.com.

U.S. Chamber of Commerce Membership Benefits and Services

Through targeted resources, publications, and programming, the U.S. Chamber allows associations and chambers to serve their members more effectively. And, on your behalf, as the unified voice of American business on Capitol Hill and in the courts, we influence those who influence the business environment in which you and your members operate.

Advocacy

Members are invited to participate in the Chamber's 16 standing policy committees, 6 special policy councils and task forces, or 114 policy coalitions to further the priorities of your members. The Chamber's customized advocacy tools help make your voice heard.

Networking and Professional Development

Members are offered exclusive access to a variety of programs, seminars, and networking events featuring expert panels and distinguished speakers. From Institute for Organization Management to America's Small Business Summit, the Chamber's many unique learning opportunities are an excellent training platform for all members of your staff.

Information Resources

The Chamber monitors more than 300 issues annually, empowering you and your members through advocacy alerts and access to our many policy specialists. Members receive information about the issues that matter most to their organization through several leading online outlets.

## Discounts on Value-Added Services

When it comes to fighting for your business and looking out for your bottom line, no organization is worth its investment more than the U.S. Chamber of Commerce. All members can take advantage of significant discounts on products and services through the Chamber's affinity programs.

Become a Member of the U.S. Chamber Today

Phone: 202.463.5560

**Email: associations@uschamber.com
        chambers@uschamber.com**

Online: uschamber.com/join
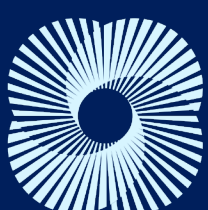
U.S. Chamber of Commerce

Accreditation

Accreditation Statistics as of November 2024

Of the 7,000 chambers in the United States, 199 of these are Accredited. These elite chambers represent the top 3% of all chambers in the United States.

The national, local, and metro chamber Accreditation statistics are as follows:

- 3 are Accredited
- 9 are 3-Star
- 33 are 4-Star
- 146 are 5-Star

Of the Accredited chambers, eight are state chambers:

- **African American Chamber of Commerce of New Jersey**
Accredited State Chamber

- **Alaska State Chamber of Commerce**
Accredited State Chamber

- **Chamber of Commerce of Hawaii**
Accredited State Chamber with Distinction

- **Kentucky Chamber of Commerce**
Accredited State Chamber with Distinction

- **Michigan Chamber of Commerce**
Accredited State Chamber with Distinction

- **Pennsylvania Chamber of Commerce**
Accredited State Chamber with Distinction

- **Puerto Rico Chamber of Commerce**
Accredited State Chamber

- **State Chamber of Oklahoma**
Accredited State Chamber with Distinction

For a complete list of all Accredited chambers, as well as a detailed list of Accreditation statistics by state, please visit our website, uschamber.com/accreditation.

![U.S. Chamber of Commerce Foundation logo]

U.S. Chamber of Commerce Foundation

Our Purpose

The U.S. Chamber of Commerce Foundation harnesses the power of business to create solutions for the good of America and the world.

Our Work

We anticipate, develop, and deploy solutions to challenges facing communities to:

- **Prepare for and recover from disasters.** We deliver education, training, tools and resources to help employers prepare for disasters and get back to the important business of serving communities.

- **Scout cutting-edge solutions.** We explore frontier issues, test new ideas, and suggest novel approaches to address big-picture challenges that will impact the future.

- **Resolve complex, long-term issues.** We work with business to provide practical solutions for wider adoption, participation, and engagement.

Our Values

Our culture of innovation is rooted in strong partnerships and propelled by core values.

- **Passion fuels our work.** We believe business is a force for good, and we apply head, heart, and commitment to turn this potential into impact.

- **Vision drives our approach.** We are attuned to the needs and emerging challenges of communities as we shape and execute smarter solutions.

- **Connectivity is our currency.** We are uniquely trusted to bring together the right network of leaders in business, government and nonprofits to shape and to build stronger solutions.

- **Action is our posture.** We don't just talk about solutions; we develop and execute them.

In the business of stronger communities.
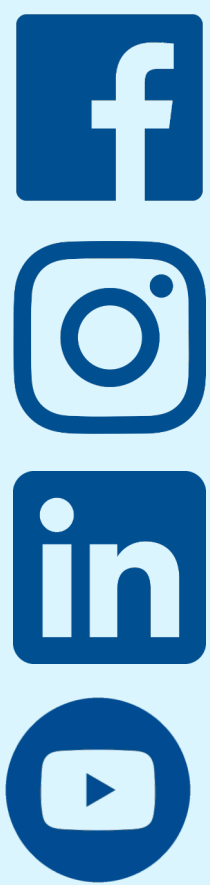
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