

# **Guide Your Career Voyage: Learn More About the Council's Certificate Programs**

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# What We'll Cover



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## Today's Agenda

- Overview of two certificate programs:
  - Certificate in PAC & Grassroots Management
  - Certificate in Public Affairs Management
- Scope and benefit of certificates
- Certificate details and requirements
- ROI for individual and organization
- Q&A

# Overview

## Certificate in PAC & Grassroots Management

- **Focus:** Mid-level public affairs professionals
- **Goal:** Strengthen understanding of and expertise in political action committees and grassroots advocacy
- **Specialization:** Must specialize in one area (can complete multiple certificates and earn both specializations)

## Certificate in Public Affairs Management

- **Focus:** Current and rising leaders in public affairs
- **Goal:** Strengthen knowledge of best practices in public affairs management and enhance expertise in leading an integrated, collaborative and strategic public affairs function
- **Specialization:** No specialization, but ability to select electives

# Certificate Eligibility

## Certificate in PAC & Grassroots Management

- **Required experience:** 2 years in public affairs (not required to be PAC- or grassroots-specific)
- **Completion estimate:** 2-3 years
- **When to apply:** Prior to or within 30 days after attendance at a certificate-eligible program

## Certificate in Public Affairs Management

- **Required experience:** 7-10 years in public affairs with demonstrated responsibility for function management, cross-functional leadership and/or strategy-level decision-making for public affairs
- **Completion estimate:** 3-5 years
- **When to apply:** Prior to or within 30 days after attendance at a certificate-eligible program

There is **no cost to apply** for either certificate and they are open to both members and non-members.

## Certificate in PAC & Grassroots Management

- 269 current participants
- 33 graduates of the program

## Certificate in Public Affairs Management

- 85 current participants
- Expecting first graduate this fall



# Requirements:

## Certificate in PAC & Grassroots Management

Curriculum	Credit Requirements	What It Looks Like
PAC or grassroots specialization	15 credits	Participation in seminars and workshops (including one national conference) focused on PAC or grassroots management topics
Compliance management	5 credits	Attendance at compliance programs to gain in-depth knowledge of legal rules
Community engagement	3 credits (up to 7 credits)	Engaging with peers through activities like serving as a mentor and providing guidance and resources to others



# Community Credits: PAC & Grassroots Management

- One year as mentor (1 credit)
- One year on The Advocacy Conference or the National PAC Conference Advisory Committee\* (1 credit)
- Share grassroots- and/or PAC-related resources for use in the Council's resource library (5 resources for 1 credit; max of 2 credits)
- Speaker at a related Council program\* (1 credit)
- Write an article or tip sheet for use on the Council's website or in the *PIN Points* newsletter (1 credit)

## Using Internal Social Media Platforms to Promote Your PAC



*Kayla Munro, government relations manager at Nationwide, shares how utilizing her company's internal social media platform helped grow the organization's PAC and offers tips for how to develop your own online community.*


Whether you're the new government relations guy at a trade association or a seasoned PAC manager in corporate America, communication is a key driver of your overall success in the workplace. We all know that social media can help us become more engaged, connected, effective and informed, but compliance considerations often limit how this can be leveraged for PACs.


Can utilizing internal social media tools help you to promote your PAC's brand? My colleagues in the field at Nationwide are starting to consider how we can capitalize on the positive benefits of social media and translate them into an exclusive community that rewards,


*\*At the discretion of Council staff*


# Programs Eligible


[www.pac.org/certificate/pacgr](http://www.pac.org/certificate/pacgr)

Sep 12 **Public Affairs and Advocacy Writing Workshop** ★ 📱 🗣️  
 Public affairs professionals: Writing is critical to your job. Do you have the skills you need? Join us for this intensive writing workshop to build the communication skills necessary for your job. This program is eligible for 3 credits toward the Certificate in PAC & Grassroots Management and 3 elective credits toward the Certificate in Public Affairs Management.

Sep 12 **Webinar: Conducting a PAC Communications Audit** ★ 🗣️  
 Join us to learn how to identify your communications' shortcomings to help you tell your story in a different way. We'll talk about basic and advanced steps to auditing your strategy and how to implement incremental – or perhaps wholesale – change. This webinar is worth 1 credit toward the Certificate in PAC & Grassroots Management.


Sep 14 **Engaging Non-Politicos in Your Political Programs** ★ 🗣️  
 Building a political involvement program in a technical industry? Learn how to effectively educate and engage your advocates in a language they speak. This program is eligible for 2 credits toward the Certificate in PAC & Grassroots Management.


Sep 20 **Webinar: Measuring and Communicating the Value of Your PAC** ★ 📱 🗣️ 🗣️  
 Join us to hear how best-in-class PACs are measuring success and how they develop an infrastructure for communicating and sharing their story to build continued support of their efforts. This webinar is worth 1 credit toward the Certificate in PAC & Grassroots Management and 1 core credit toward the Certificate in Public Affairs Management.


Sep 21 **Webinar: Training Your Advocates to Be Storytellers** ★ 🗣️ 🗣️  
 While organizations spend significant time training advocates on their policy issues, compelling storytelling is given less priority. If used properly, storytelling can help your policy message resonate with lawmakers and staff. This program is eligible for 1 credit toward the Certificate in PAC and Grassroots Management.

Oct 3 **Webinar: Leveraging Facebook and Instagram for Advocacy** ★ 🗣️ 🗣️  
 While many other social media channels have seen significant growth in recent years, Facebook still laps the field, with 72% of U.S. adult internet users on the platform. Public affairs professionals should stay current on how they can use Facebook and its sister platform, Instagram, to increase advocacy engagement or grow awareness around your crucial public policy issues. This program is eligible for 1 credit toward the Certificate in PAC and Grassroots Management.


Oct 10 **Webinar: Using Twitter for Public Affairs and Advocacy Engagement** ★ 🗣️ 🗣️  
 Twitter is an important tool for identifying key opinion leaders and building online relationships with important stakeholders. It's also the ideal platform to build excitement around events and share instant updates and news with your followers. How can you best use Twitter to your advantage? This program is eligible for 1 credit toward the Certificate in PAC and Grassroots Management.

Oct 12 **Webinar: Engaging Nontraditional Advocates: Customers, Patients and the Public** ★ 🗣️  
 Find out the best ways to go beyond your employee base or membership to engage advocates who care about your issues – and who lawmakers want to hear from. This webinar is worth 1 credit toward the Certificate in PAC & Grassroots Management.


Oct 17 **Webinar: Leveraging LinkedIn for Advocacy and Reputation Management** ★ 🗣️  
 Most professionals know LinkedIn as a powerful job search tool, but when leveraged effectively, it creates opportunities to find, reach and engage advocates, recruit supporters, and connect with D.C. influencers. How can you best use LinkedIn for public affairs? This program is eligible for 1 credit toward the Certificate in PAC and Grassroots Management.

Oct 17 **Political Compliance Management: Part of the Political Strategy Forum** ★ 🗣️  
 Join leading election law expert Ken Gross for a full-day overview of the top legal and compliance issues facing your public affairs programs. In this seminar, hear about all of the rules that apply to PACs, corporate political contributions, gift rules and ethics, pay-to-play and lobbying at the state and federal level. This program is eligible for 3 compliance credits toward the Certificate in PAC & Grassroots Management and 2 compliance credits toward the Certificate in Public Affairs Management.


Oct 18 **Managing Your Grassroots Strategy: Part of the Political Strategy Forum** ★ 🗣️  
 At this session, we'll delve into key grassroots advocacy planning and management topics to help you build a comprehensive and sound foundation for running a successful advocacy program. Speakers will delve into both annual planning as well as how to achieve long-term growth in your program. They'll discuss goals and metrics, resource allocation, leveraging internal functions and building an effective communications plan. This program is eligible for 2 credits towards the Certificate in PAC & Grassroots Management.


Oct 18 **Effective PAC Management: Part of the Political Strategy Forum** ★ 🗣️  
 Join us to learn the critical components to a successful PAC plan going into 2018 and beyond, including an in-depth discussion which strategic elements can take your PAC to the next level. We'll focus on how to build a structure that is not only doable but sustainable. This program is eligible for 2 credits toward the Certificate in PAC & Grassroots Management.

Oct 25 **Regulatory Advocacy** ★ 🗣️ 🗣️  
 Now more than ever, regulatory experts are needed to represent their organization's interests in an ever-changing policy climate. Ensure you are prepared to represent your company effectively when regulatory debates intersect with your key issues and business. This program is eligible for 3 elective credits toward the Certificate in Public Affairs Management and 1 credit toward the Certificate in PAC and Grassroots Management.

Nov 1 **Grassroots and Influencer Engagement** ★ 🗣️  
 Influential advocates help you validate policy arguments and build relationships for your organization. Cultivating powerful allies and building a strong community of leaders can increase your odds of winning your next public policy battle. Join us to hear from associations and corporations who have successfully used grassroots advocates and key influencers to support their advocacy efforts both in-person and online. This program is eligible for 2 credits toward the Certificate in PAC & Grassroots Management.

Nov 2 **Webinar: State-Level Compliance: Lobby Laws, Procurement and Pay-to-Play** ★ 🗣️  
 Do you have sound compliance procedures in place? Do they minimize risk? Managing risk helps protect your organization's reputation and revenue, so make sure you stay compliant and meet reporting deadlines. This program is eligible for 1 compliance credit toward the Certificate in PAC and Grassroots Management and the Certificate in Public Affairs Management.

Nov 8 **Webinar: Reporting Out to Your PAC Community** ★ 🗣️  
 Creating a plan to be open and transparent can help build trust with your donors and eligibles. Beyond being just a donor benefit, sharing information via newsletters, educational events, website updates and annual reports helps inform your PAC eligibles about what's at stake and why your PAC is important. These tools also show your donors that the PAC is spending their money wisely and effectively. This webinar is worth 1 credit towards the Certificate in PAC & Grassroots Management.

Nov 15 **Webinar: Developing a Year-Round Advocate Training Program** ★ 🗣️ 🗣️  
 Finding creative ways to train your advocates on how to build relationships with legislators, talk about issues and share their stories is an ongoing struggle but critical to building momentum for your policy priorities. Doing it well not only makes your advocacy efforts more effective but helps provide value to your advocate community. This program is eligible for 1 credit toward the Certificate in PAC & Grassroots Management.

Nov 15 **How Strategic Communications Drives Public Affairs** ★ 🗣️  
 Aligning your communications and public affairs departments is crucial to coordinating and projecting a unified image of your organization. In this two-hour program, we will examine the important role communications plays in your public affairs strategy and how to create an integrated and comprehensive public affairs plan. This program is eligible for 2 credits toward the Certificate in PAC & Grassroots Management and 2 elective credits toward the Certificate in Public Affairs Management.



# What It Looks Like

2016 National Grassroots Conference	6
Building an In-District Strategy	2
Political Compliance Management	3 (compliance credits)
Fly-Ins that Stand Out	2
2017 The Advocacy Conference	6
Webinar: LDA vs. IRS Filing Methods	1 (compliance credit)
Webinar: Compliance: Pay-to-Play and Gift Rules	1 (compliance credit)
Webinar: Grassroots x 50: Advocacy in the States	1
Submission of 10 grassroots resources for resource library	2 (community credits)
Serve as a year-long mentor	1 (community credit)

# Requirements:

## Certificate in Public Affairs Management

Curriculum	Credit Requirements	What It Looks Like
Core public affairs management topics	12 credits	Participation in cross-functional workshops and seminars focused on core management topics
Integration and leadership electives	16 credits	Participation in programs related to the applicant's areas of interest
Compliance management	4 credits	Attend in-person compliance seminars and/or a selection of compliance webinars
Leadership in the public affairs community	8 credits	Demonstrating leadership to the community, serving as a mentor and providing guidance and resources to peers

# Requirements:

## Certificate in Public Affairs Management

- Max of 3 webinars toward CORE and 3 webinars toward ELECTIVE requirements
  - Recordings not eligible
- Participating **virtually** in events offered in-person at our Washington offices do not count toward webinar maximum
  - To earn credit as a virtual participant, individual must be active for the duration of the event, ask questions and provide feedback and commentary during discussion periods
- Attendance and participation throughout an entire event is required to receive credit in any program
  - Registration without attendance or early departure from an event will not count towards certificate completion.

# Leadership Credits:

## Certificate in Public Affairs Management

### Sharing Resources and Information – 1 credit each

- Samples and resources for Council's virtual resource library
- Speaking at a certificate-related Council program, at the discretion of Council staff

### Insight-Sharing Guidance – 2 credits each

- One-year mentorship through the Council's mentoring program (**required**)
- Writing an article or tip sheet that provides guidance to help peers manage their function.

### Demonstrating Thought Leadership – 3 credits

- Developing a detailed white paper or case study on topics such as strategic planning, departmental organization, and other initiatives that demonstrate innovation, cross-functional leadership and industry advancement (**required**)

# Programs Eligible

[www.pac.org/certificate/pa](http://www.pac.org/certificate/pa)

Sep 12

## Public Affairs and Advocacy Writing Workshop



Public affairs professionals: Writing is critical to your job. Do you have the skills you need? Join us for this intensive writing workshop to build the communication skills necessary for your job. This program is eligible for 3 credits toward the Certificate in PAC & Grassroots Management and 3 elective credits toward the Certificate in Public Affairs Management.

Sep 13

## The New Normal: Working with the Trump Administration



How has the new administration changed the way public affairs functions? Join the Council for a half-day event to learn more about the challenges and opportunities public affairs professionals are finding while working within the parameters of this "new normal."

Sep 14

## Webinar: Lobbying Compliance: Filing Your LD-2 and LD-203



Lobbying a new administration and Congress often means engaging new registered lobbyists in your organization. With your lobbying report due soon, it's a good time to review your LDA filings thoroughly for accuracy and compliance with ethics rules and regulations. This program is eligible for 1 compliance credit toward the Certificate in Public Affairs Management. As a CAE Approved Provider educational program related to the CAE exam content outline, this program may be applied for 1 credit toward your CAE application or renewal professional development requirements.

Sep 19

## Best Practices for Integrating CSR and Public Affairs



Times are changing for public affairs and CSR professionals. Where strong dividing walls once siloed corporate social responsibility and sustainability efforts, savvy companies are now learning that integration, rather than separation, is the key to greater success for the business and the communities it serves. This program is eligible for 3 elective credits toward the Certificate in Public Affairs Management.

Sep 20

## Webinar: Measuring and Communicating the Value of Your PAC



Join us to hear how best-in-class PACs are measuring success and how they develop an infrastructure for communicating and sharing their story to build continued support of their efforts. This webinar is worth 1 credit toward the Certificate in PAC & Grassroots Management and 1 core credit toward the Certificate in Public Affairs Management.

Oct 17

## Political Compliance Management: Part of the Political Strategy Forum



Join leading election law expert Ken Gross for a full-day overview of the top legal and compliance issues facing your public affairs programs. In this seminar, hear about all of the rules that apply to PACs, corporate political contributions, gift rules and ethics, pay-to-play and lobbying at the state and federal level. This program is eligible for 3 compliance credits toward the Certificate in PAC & Grassroots Management and 3 compliance credits toward the Certificate in Public Affairs Management.

Oct 19

## Webinar: Leveraging CSR and Sustainability Reporting for Improved ROI



There are countless new, interactive and compelling ways to share your message and many of those tools will improve program awareness, support, and ultimately provide greater ROI from your reporting efforts. This webinar will dive into today's communication trends for leveraging your CSR and sustainability report for stakeholder engagement. This program is eligible for 1 credit toward the Certificate in Public Affairs Management.

Oct 25

## Regulatory Advocacy



Now more than ever, regulatory experts are needed to represent their organization's interests in an ever-changing policy climate. Ensure you are prepared to represent your company effectively when regulatory debates intersect with your key issues and business. This program is eligible for 3 elective credits toward the Certificate in Public Affairs Management and 1 credit toward the Certificate in PAC and Grassroots Management.

Nov 2

## Webinar: State-Level Compliance: Lobby Laws, Procurement and Pay-to-Play



Do you have sound compliance procedures in place? Do they minimize risk? Managing risk helps protect your organization's reputation and revenue, so make sure you stay compliant and meet reporting deadlines. This program is eligible for 1 compliance credit toward the Certificate in PAC and Grassroots Management and the Certificate in Public Affairs Management.

Nov 7

## Webinar: Creating an Integrated International Public Affairs Campaign



From initial strategy to implemented tactics, a seasoned public affairs practitioner will walk you through a case study of an effective international public affairs campaign with practical lessons you can apply to your own international public affairs work. This program is eligible for 1 elective credit toward the Certificate in Public Affairs Management.

Nov 14

## Leveraging the Global Reporting Initiative for CSR and Public Affairs



Whether you are just getting started or have been reporting for years, we'll take a fresh look at the Global Reporting Initiative (GRI) and, in particular, how it intersects with your public affairs objectives related to public policy, stakeholder engagement, transparency, reputation management and delivering value to the business. This program is eligible for 2 credits toward the Certificate in Public Affairs Management.

Nov 14

## Materiality: A Cornerstone of Strategic CSR and Sustainability



With the Global Reporting Initiative's G4 update, materiality became a more prominent feature to help companies better assess what to report and why. This workshop will dive into managing an effective materiality assessment and leveraging the results to improve the strategic alignment of your CSR, sustainability and public affairs initiatives. This program is eligible for 2 credits toward the Certificate in Public Affairs Management.



# What It Looks Like

## CORE (Required: 12)

2017 Public Affairs Management Seminar	4
Webinar: Measuring and Communicating the Value of Integrated CSR	1
2016 Issues Management Workshop	2
Webinar: Strategic Planning for US Public Affairs	1
2016 360 Degree Evaluation of Public Affairs	1
2017 Reputation Management Workshop	2
2016 Getting Executive Buy-In for the Public Affairs Function	2

## INTEGRATION and LEADERSHIP (aka, "Electives;" Required: 16)

2017 Spring Executive Meeting	2
Webinar: Auditing Your Contract Lobbyists, Consultants, Associations & Coalitions	1
2017 Coalitions and Alliances	2
Webinar: Engaging with Multilateral Organizations	1
2016 Speechwriting for Public Affairs	3
2016 Planning and Managing Issue Advocacy Campaigns	2
Webinar: Creating an Integrated Public Affairs Function	1
2016 Advocacy for Regulatory Success	3
2017 Local and Community Engagement	2

# What It Looks Like

## COMPLIANCE (Required: 4)

2017 Political Compliance Management	3
Webinar: Global Compliance for Public Affairs	1

## LEADERSHIP (Required: 8)

2016: Served as a mentor to young professional (required)	2
2017: Develop thought leadership piece on government relations/communications department merger (pros and cons) (required)	3
Share three resources (organizational chart, department strategic plan and strategic planning retreat agenda)	1
Write article for PIN newsletter on the key leadership qualities critical to public affairs management	2

# Benefits of Certificate Participation

## To individual:

- Grow knowledge and expertise in public affairs
- Make the case to take on more responsibility
- Engage with the public affairs and political involvement communities as a leader
- Build your network
- Show current/future employers that you have experience in management best practices and compliance

## ROI to organization:

- Low-cost opportunity to encourage professional development, *plus* staff gains tactics to address work challenges, improve programs
- Employ staff with knowledge in best practices, a handle on current trends and are up-to-date on compliance regulations
- Boost organization's reputation through community and leadership element
- Provide opportunities for staff to build network that can assist with challenges

# What Does it Cost?

- No cost to apply
- Costs **vary** over time, dependent on courses selected
- Cost is spread over 2-5 years
- No cost for community/leadership credits
- *Estimates:*
  - **PAC/GR:**  
\$4,000 (member) - \$5,800 (non-member)
  - **Public Affairs Management:**  
\$7,000 (member) - \$10,500 (non-member)

# Application Process

## Certificate in PAC & Grassroots Management



### Certificate in PAC & Grassroots Management Application for Enrollment

Name: \_\_\_\_\_ Date: \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Email: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Name of person to whom you report: \_\_\_\_\_ Title of person to whom you report: \_\_\_\_\_  
 Would you like us to keep your supervisor updated with your progress? Yes:  No:

Applicants must have a minimum of two years' experience in the field of public affairs.  
 Please list number of years of applicable experience: \_\_\_\_\_

Please list your previous places of employment and job titles, as they relate to PAC and/or grassroots involvement:

ORGANIZATION	TITLE	DATES OF EMPLOYMENT

Please provide a comprehensive overview of your current responsibilities:

What are your areas of expertise?

What are you hoping to achieve in pursuing this certificate?

**Specialization**  
 You must choose to specialize in either PAC or Grassroots Management, but you may also add a second specialization upon completion of your certificate. Specializations require the completion of 15 credits from programs in the chosen interest area.

- Please choose one specialization:  
 PAC Management  
 Grassroots Management

I have read and agree to the [terms of enrollment](#).  
 Questions? Contact Casey Mensinger at [cmensingor@pac.org](mailto:cmensingor@pac.org).

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**SUBMIT**

[www.pac.org/certificate/pacgr](http://www.pac.org/certificate/pacgr)

## Certificate in Public Affairs Management



### Certificate in Public Affairs Management Application for Enrollment

Name: \_\_\_\_\_ Date: \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Email: \_\_\_\_\_ Phone: \_\_\_\_\_  
 Name of person to whom you report: \_\_\_\_\_ Title of person to whom you report: \_\_\_\_\_  
 Would you like us to keep your supervisor updated with your progress? Yes:  No:

To apply for the program, individuals must have a minimum of seven, preferably 10 or more, years of experience during which the individual demonstrated responsibilities for function management, cross-functional leadership and/or strategy-level decision-making for public affairs.  
 Please list number of years of applicable experience: \_\_\_\_\_

Please list your relevant roles and place of employment, as they relate to public affairs management:

ORGANIZATION	TITLE	DATES OF EMPLOYMENT	DID YOU SUPERVISE EMPLOYEES?

Please provide a comprehensive overview of your current responsibilities:

What are your areas of expertise?

What are you hoping to achieve in pursuing this certificate?

*If you'd like to add any supporting materials (resumes, etc.) please attach to your application upon submitting or send to [ramos@pac.org](mailto:ramos@pac.org).*

I have read and agree to the [terms of enrollment](#).  
 Questions? Contact Rikki Amos at [ramos@pac.org](mailto:ramos@pac.org).

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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**SUBMIT**

[www.pac.org/certificate/pa](http://www.pac.org/certificate/pa)





# Tracking Your Status: Current Process and Looking Forward

## Certificate in PAC & Grassroots Management



### Self-Tracking Form Certificate in PAC & Grassroots Management

Total credits required: 25  
Credits required for specialization: 15

Please indicate the specialization you are pursuing:

- PAC Management  
 Grassroots Management

**PAC or Grassroots Specialization:**  
(15 required credits)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

**Additional Programs:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

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[www.pac.org/certificate/pacgr](http://www.pac.org/certificate/pacgr)

## Certificate in Public Affairs Management



### Self-Tracking Form Certificate in Public Affairs Management

Total credits required: 40

**Core Public Affairs Management — 17 credits**

Participation in cross-functional workshops and seminars focused on core management principles.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**Integration and Leadership Electives — 16 credits**

Participation in programs related to the applicant's specific area of interest or their organization's needs.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**Compliance Management — 4 credits**

Attend in-person compliance seminar and/or related webinars.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**Leadership in the Public Affairs Community — 8 credits**

Demonstrating thought leadership in the community, serving as a mentor and providing guidance and resources to peers.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

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[www.pac.org/certificate/pa](http://www.pac.org/certificate/pa)



# Completion

- Receive framed certificate & notification to supervisor
- NO re-certification requirements
- Listed on our website and asked to participate in occasional profiles of certificate graduates
- Tracking job changes/promotions of completed participants
- Building testimonials and LinkedIn listing guidelines



# For More Information

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