

## CMAA Who We Are

### Who We Are

The Club Managers Association of America (CMAA) is the professional Association for managers of membership clubs. CMAA has close to 6,500 members across all classifications. Our manager members operate more than 2,500 country, golf, athletic, city, faculty, military, town and yacht clubs. The objectives of the Association are to promote and advance friendly relations among persons connected with the management of clubs and other associations of similar character; to encourage the education and advancement of members; and to assist club officers and members, through their managers, to secure the utmost in efficient and successful operations. CMAA is headquartered in Alexandria, VA, with 30 staff, 44 professional chapters and more than 45 student chapters and colonies. .

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Vision: CMAA seeks to ensure the existence and growth of a thriving club industry led by CMAA educated professionals. The 2016-2020 Strategic Plan looks to enhance CMAA's member offerings and build an even more inclusive, value-driven, well-functioning organization. Under the covenants of professionalism, education, leadership and community, CMAA continues to extend its reach as the leader in the club management practice

### What We Offer Club Management Professionals

#### Professional Development

CMAA's Lifetime Professional Development Program prepares our members to lead, succeed, innovate, stretch boundaries, expand expertise and create a thriving club environment. Remaining steadfast to our mission and our long tradition of stellar professional development opportunities, CMAA works with a dynamic assemblage of committed, competent and highly regarded educators in the hospitality and club industry to ensure that CMAA members benefit from an authentic academic experience. Each of CMAA's educational endeavors – inclusive of the Business Management Institutes, webinars and online education available through CMAA University – are developed using the highest academic standards.

#### Business Management Institutes

In the early 1980s, CMAA's leaders saw the need for a formal academic program for club industry professionals. Because managers at all phases of their careers need instruction, education or inspiration, the concept of the "lifetime professional development program" was born. The vision was realized as a multi-campus-based program that provides tangible career benchmarks by which managers can track their progress and strive for various levels of competency, including a respected certification. These on campus programs became known as the Business Management Institute (BMI) programs.

#### CMAA University

Housed on The Club Resource Center, CMAA University is a comprehensive training and education platform for CMAA members, their board and their employees. Your CMAA member benefits include access to CMAA University so you can earn credits towards certification and further your career. Courses are taken at your pace and on your schedule. Content areas include Archived Webinars, Certificate Programs, Conference Education, the Manager in Development program, Executive Level Education and Micro Learning.

#### Certification

Since its inception in 1965, CMAA's certification has been the most respected certification program in the hospitality industry.

#### Certified Club Manager (CCM)

The CCM designation is known as the hallmark of professionalism in club management. It is a valuable and widely respected mark of a manager's commitment to professional development and the club industry. On average, Certified Club Managers earn 25 percent more than their non-certified counterparts.

#### Certified Chief Executive (CCE)

The CCE designation was developed to recognize managers who have demonstrated the ability to successfully serve as the most senior management within a club.

#### Master Club Manager (MCM)

The MCM designation is a certification and recognition program for professionals who have made extraordinary, long-lasting contributions to the club industry.

#### Career Development

ClubCareers provides online access to the most expansive job opportunity listings and employment resources available in the industry. Management, mid-management, interim and intern positions available through ClubCareers assist both club managers and clubs seeking the right fit for any position.

CMAA also offers résumé and LinkedIn services, career coaching and additional resources to its members.

#### Conferences and Events

CMAA offers a full schedule of in-person educational and networking opportunities throughout the year.

#### World Conference on Club Management and Club Business Expo

This is the largest network gathering of industry professionals, which is held in major cities throughout the United States, generally in February. Attendees engage in a variety of educational and networking opportunities, including more than 70 education programs tailored to the 10 core competencies needed for success in the club industry, a two day exposition, the Club Business Expo, featuring innovative products and services, and the annual Idea Fair featuring hundreds of club-tested ideas.

#### Mid-Management Conference

Offered in the fall, the CMAA Mid-Management Conference (formerly the Assistant Managers Conference) started as a grass-roots effort by the Greater Chicago Chapter in 1991 as a way to provide quality educational and networking opportunities for club managers who do not serve in the general manager or chief operating officer capacity at their club. It is a great opportunity for assistant managers to attend a number of educational seminars as well meet and network with their industry peers.

#### Governance/Leadership Summits

New in 2016, these one-day summits are designed to bring together a club's General Manager/CEO and the Club President or a Board Member for cooperative education on club

leadership and governance. Each summit will provide a concentrated day of education around the topic of Private Club Board Governance and Leadership. The subject matter will encompass what "model clubs" are doing with regard to best leadership practices.  
Government Relations and Advocacy

CMAA supports its membership's interest on legislative and regulatory matters by leveraging its resources to advocate on behalf of CMAA educated professionals. CMAA identifies legislative and regulatory issues on the state and national levels that affect the club industry; educates and informs Association members of these issues; and works in cooperation with its chapters and allied associations to deal with legislation of mutual interest.

#### Industry-Specific Information, Publications and Research

The Association offers members the most current and useful information available on club operations, governance, trends and management. Through various resources and publications such as Club Management magazine, the electronic Outlook newsletter, the weekly Back of the House blog, various research surveys and its comprehensive website, CMAA provides the widest range of club industry resources found anywhere.

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#### Additional Resources

##### The Club Foundation

Established by CMAA in 1988 with the mission of raising funds to financially support the professional development of club managers through education, outreach and research initiatives, The Club Foundation is a 501(c)(3) non-profit organization that has distributed funds in excess of \$5.5 million to support scholarship and grant programs which benefit students, faculty, club management professionals, CMAA chapters and the industry at large.

##### Club Resource Center

A subscription to the Club Resource Center provides each of your staff members with a unique login and password so that they can access more than 200 staff training courses on their time and at their own pace. Each user's progress is recorded so that the team leader can monitor progress and identify areas in need of improvement. The comprehensive reporting features further simplify record keeping and helps keep you in compliance. The Club Resource Center also provides access to member education, industry surveys and a library of resources to help you with day-to-day club operations.

##### Resource Partners

CMAA has established relationships with the following resource providers to assist you in club operations.

- CardioReady - AED Certification and Training
- Facility Dude - Facility Management Software
- IntelliCorp - Background Checks

##### Club Retirement Plan

CMAA has developed a comprehensive 401(k) retirement plan for clubs that captures the benefits of economies of scale and also relieves many of the administrative burdens. This multiple employer plan groups clubs together under one umbrella to drive down costs while still allowing you to customize the plan specifics at your club. As a participant, the club has the option of using our investment broker or may elect to use their existing broker.

## Corporate Relations

The Corporate Alliance Program (CAP) is a collaborative effort between CMAA, The Club Foundation and 15 corporate entities who have demonstrated a leadership role within the club industry. Since 2007, these companies have committed more than \$X million to enhance the programming, services and support available to CMAA members, which contributes to the vitality of the club industry and ensures a viable and healthy industry for all.

## Affiliate Program

The Affiliate Program is open to all businesses providing products, services and information to the club industry. Affiliates enjoy access to a valuable network of potential customers and key decision makers at 3,000 CMAA member-managed clubs. Affiliates also receive industry recognition and up-to-date information as well as special pricing on select CMAA events, products and services.

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## Clubs at a Glance

### Club Employees and Members

- Clubs employ 389,000 employees.
- Club payrolls equal \$10.6 billion.
- Clubs serve between 1.8 and 2.1 million members.

### Club Outreach Programs

- Clubs hosted an estimated 17,000 charitable golf tournaments in 2013, raising an estimated \$150 million for those charities.

### Economic Impact of Clubs

- The total income for clubs in 2013 was \$22 billion.
- The total direct economic impact for clubs in 2013 was \$23 billion, including all tax revenues generated as a result of club activities.
- Clubs spend \$2.8 billion on goods and an additional \$2.8 billion on services in their local communities.
- Clubs as a whole pay \$2.8 billion in total taxes; \$1.9 billion of which are local and state taxes.

Statistics based on the 2014 Economic Impact Report, conducted in conjunction with Club Benchmarking