

Chapter DIGEST

The Official Publication for CMAA Chapter Leaders



**CLUB
MANAGERS
ASSOCIATION
OF AMERICA**

www.cmaa.org

October 2011

2011 Idea Fair for Chapters Winners



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Thirty-four entries were submitted in this year's Idea Fair for Chapters competition held in conjunction with the Leadership/Legislative Conference from September 10-12, 2011, in Arlington, VA. These entries provided a showcase of great ideas and best practices. Since the sharing of knowledge defines who we are and what we do as an Association, we thank all of the chapters that participated and pay special tribute to the Blue Ribbon winners. Listed are the winners of each category, as well as the coveted Best in Show winner.

Breakthrough Ideas
Chapter Management
Education
Fundraising Activities
Membership Recruitment
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Public Relations
Social Programs
Student Programs
Best in Show

Golden State Chapter
Golden State Chapter
Evergreen Chapter
Florida Chapter
Carolinas Chapter
Florida Chapter
Greater Southwest Chapter
Evergreen Chapter
Ohio Valley Chapter
Golden State Chapter —
Breakthrough Ideas



The Golden State Chapter won the Best in Show award. Their entry in the Breakthrough Ideas category presented their two-hour Board of Directors Orientation that they implemented last year. The orientation was conducted by the managing director via conference call and was accompanied by a PowerPoint presentation. This online tool succinctly brought all board members up to date quickly so that they understood what was expected of them. Because this is done remotely, it could easily be scheduled.

Once again, congratulations and thank you again to all of our participants for sharing their successes with the Association. And also, a very special thanks to Chairman LuAnn Giovannelli and her committee of judges: Ben Hay, CCM; Patrice Piralla, CCM; Ryan Shaw, CCM; and Brent Tartamella, CCM, CCE .

Renew your Membership

October 31 will soon be upon us. As chapter officers, please make sure that you and your fellow chapter members have renewed your memberships. Make sure to do this now so you don't incur any reinstatement fees later. Please click [here](#) to renew online.

Are You Unemployed?

Members not currently employed at a club – and, therefore, unable to pay dues at this time – may be eligible for CMAA's Continuation status. This change in status is not automatic, so it is necessary that any interested member contact National Headquarters to inquire about his or her eligibility.

For questions about Continuation status or anything else regarding CMAA's membership renewal, please contact the [Chapter/Member Services Department](#) at (703) 739-9500.

*The Club Managers
Association of
America Advances
the Profession of
Club Management by
Fulfilling the
Educational and
Related Needs of Its
Members.*

Lessons Learned from CMAA's Leadership/Legislative Conference

CMAA Chapter leaders gathered at the Ritz-Carlton Pentagon City in Arlington, VA, for CMAA's Leadership/Legislative Conference in early September. Attendees participated in more than 15 hours of educational offerings including expert presentations on leadership skill-building and legislative and regulatory developments that have an immediate impact on volunteer management and professional operations. This highly participatory, annual event provided excellent opportunities for attendees to learn, network and grow as chapter and club leaders as well as individuals. Here are very interesting tidbits from this year's presentations on legal and tax issues in the club industry that you should share with your fellow chapter members.

Are clubs still being targeted by the Internal Revenue Service?

Club tax expert and senior tax authority for Witt Mares, Kevin Reilly J.D., CPA, shared that the Internal Revenue Service (IRS) is continuing to audit clubs. Several clubs were audited from 2009-2010. However, he specifically cautioned attendees that state taxing authorities may actually be more of a problem for clubs than the IRS.

Does having a club presence on social media endanger my tax status?

Reilly shared that privacy may actually be a bigger concern than tax status for clubs. Private status and tax status are two separate issues. Read [more](#).

What about social media use by members and employees?


Clubs need to ensure that they have a social media policy – one distinct for members and employees. Member behavior on social media should be addressed in club bylaws and rules. Employee use of social media should be monitored and it is important for clubs to realize that a hostile work environment can exist online.

Are you familiar with the changes to the American with Disabilities Act?

Legal expert and founder of hospitalitylawyer.com, Stephen Barth highlighted the regulations and how clubs should be actively working to provide "reasonable accommodations" to members and their guests.

What is the latest issue in dram shop liability?

According to Barth, it is now the amount of alcohol in each drink. He specifically cited the example of a martini. Traditionally, these held three to four ounces of gin. However, today, the average martini has eight ounces of gin. Making larger drinks might make members happy but it does not represent responsible alcohol service.


These items are highlights of this great program. For more information on legislative and regulatory activities, please contact [Melissa Low](#), senior director, Communications and Government Relations, at (703) 739-9500. Plans are already underway for the 2012 event which will be held in the Washington, DC metro area. 

Webinar Schedule Announced

The CMAA Education Department is pleased to announce the webinar schedule for the fall months of 2011 into the first half of 2012. These one-hour webinars are designed to provide club managers with quality professional development opportunities without taking a lot of time out of their busy schedules. Webinar participants earn one Association Activity credit upon completion of the entire live webinar. Earlier this year, CMAA was pleased to announce that SCI Companies, a CMAA Silver Advantage Partner, is providing the webinars free of charge to CMAA members. All webinars are scheduled to begin at 2:00 p.m. EST.


The new schedule is as follows:

- October 26, 2011** – Let's Talk About Bullies in the Workplace with Michael Robinson, MCM
- November 9, 2011** – Confronting Tough Issues in Negotiating Event Contracts with Robert Lannan
- November 30, 2011** – Ten Good Ways to Get Your Club Sued by an Employee with James McDonald
- December 14, 2011** – Stability vs. Sustainability (Marketing) with Rick Coyne
- January 11, 2012** – The Club Manager's Guide to a Successful Summer Camp with Neil Werner
- January 25, 2012** – Strategies for Diversifying Staff Recruitment Efforts with Larry Rothchild
- February 8, 2012** – How Fit is Your Club's Wellness Program with Via Gibson
- March 14, 2012** – TBA
- March 28, 2012** – Immigration Compliance with David Whitlock
- April 11, 2012** – The Many Benefits of Your Capital Reserve Study with Paul Mueller
- April 25, 2012** – Club Trends with Bill McMahon
- May 9, 2012** – Marketing Limitations in the Private Club World with Ned McCrory
- May 23, 2012** – The Secrets of Successful Membership Marketing with Steve Graves
- June 6, 2012** – Food and Beverage Trends with entegra
- June 20, 2012** – Club Membership and Marketing with Stephen Ready

The Education Department hopes that you will be able to participate in all of the webinars. Please feel free to contact [David McCabe](#), senior director, Education, at (703) 739-9500 if you have any questions about the webinar series. 

CCM Exam Reminder

The next proctored Certified Club Manager (CCM) exam will be administered on November 14, 2011. Managers who submitted a Certification Petition to the Education Department and who are eligible to take the exam can arrange to have the exam proctored at a local college or university. Members must contact the school to arrange a proctor then submit an Exam Registration form along with the exam fee of \$195 (\$150 for retaking the exam) by October 24, 2011.

Members can contact [Sharon Means](#), manager, Certification and Education at (703) 739-9500 if they have any questions. 



Would You Like Some Coaching on That?

It has now been eleven and a half years since I made the transition from club manager to coach. I have had extraordinary experiences and thousands of coaching relationships with amazing people and learned many things along the way.

I learned that it took time for me to shut down my “I am a manager and I have to have all the answers” thinking and adopt my “I am a coach and I need to have all the questions” thinking. My job as a coach is not to tell people what to do but draw out their thinking, leading to their decisions and their accountability.

As I coach people, or as I coach people to coach people, I have learned to use a simple phrase: “would you like some coaching on that?” It is a simple question but an important one. If you have anyone in your life who is more than ready, willing and able to supply you with unsolicited opinions and advice about what you should do, you will know what I mean. Just because you believe you can help someone doesn’t mean you should.

Over the past few years, there have been some challenging times, personally and professionally, for many club managers. CMAA has a benefit set up for them, enabling them to receive some coaching at no charge. Many members don’t know about this opportunity. We communicate it in many ways but when we speak at chapter meetings and ask how many people know about it, we get only about five to 10 percent that put up their hands. We truly want people to know that this benefit is there for them if they want or need it. If you have any thoughts about how we can get 100 percent of the people in your chapter aware of this opportunity, I would love some coaching on that!

The CMAA coaching program was established to support its members’ lives, both personally and professionally. Perhaps part of our challenge is that some people give it the label of career coaching. They think that if they are not contemplating a job change, making a job change or had someone else initiate a job change for them, it doesn’t apply to them.

The coaching we provide is for anyone that wants to be happier, more energized, more effective and more productive. It is for people that want to gain focus and spend time with what is important. It is for people who want to spend less time with the things that drain them of energy. It is for people that want to design an extraordinary life and then live it. It is mostly used by people at the top of the game. It is

also used by many who want to make coaching a leadership skill they share with their people.

Asking For Help

Our job is to support the members of your chapter. Our job is to provide a benefit to your members that is very valuable and for some, hard to believe. Our job is to make people win. Our job is simply to bring out the best in the people we get to work with. We do that with people at the top of their game or people who are feeling far from the top. We love what we do and we feel privileged to work with people who rise to the occasion. As chapter leaders, you play a key role in getting the message to them.

What we are asking of you:

Here are some things you could do to help:

- Get a better understanding of what a member is entitled to.
- Learn what they need to do.
- Make sure they know about the toll-free number, 1(866) 822-3481.
- Experience a coaching session.
- Subscribe to the CMAA Coaching Newsletter.
- Call us to discuss the program.
- Have us speak at a chapter event.
- Refer to our speaker pages on the CMAA website.
- Let us know about people in your chapter who might need support.
- Have a number of ways that you communicate the benefit.
- Please keep telling people so that when they need the message, it is available to them.
- See the effective use of the coaching program as an energy source for your chapter.

Here are some things we would appreciate you telling them:

- Your CMAA membership gives you the benefit of experiencing coaching services at no charge.
- The coaches are from the industry and understand their opportunities and challenges.



- You can explore the [Coaching section of the CMAA website](#) to learn about the program.
- You can subscribe to the CMAA Coaching Newsletter.
- You can call 1(866) 822-3481 to set up a coaching call or e-mail [Kevin MacDonald](#).

Here is what we notice:

You have probably heard of the 80-20 rule. We notice that it applies to the people we coach at CMAA. The majority of the people we coach come from the chapters where people have met us. They come from chapters where the managing directors and chapter leaders see the value in coaching, have used the services or have built personal relationships and trust with us.

We know we can make a significant difference in the lives of the people we get to work with, but we just need more opportunities to say “would you like some coaching on that?”

Please connect with us and let’s have a discussion about how we can support you and the people in your chapter more effectively.

For more information, contact [Kevin MacDonald](#) at 1(866) 822-3481 or [Shelley MacDougall](#) at (403) 441-7074.

Updates to the Annual Wine Auction Rules for Shipping Reimbursement

There are only four months left to collect and ship your chapter's donations to the Annual Wine Auctions. All donations must be shipped by Thursday, February 9, 2012, to be eligible for reimbursement.

This year, the Wine Society Board has updated the [Wine Auction Rules for Shipping Reimbursement](#). To be eligible for reimbursement by The Club Foundation, wine donations must be at least \$25 per bottle and \$500 in wholesale value.

The Board has also decided to include professional shipping materials used to package wine donations. This includes cardboard boxes and Styrofoam bottle holders. The reimbursement will not cover any other supplies utilized in the shipping process.

Please ship your donations to the following address by Thursday, February 9, 2012:

Artisan Fine Wines
Attn: John Schuler/Susan
321 South Cypress Street
Hammond, LA 70403

All boxes must include a [packing slip](#) with the contents of each box shipped. The packing slip must be attached to the outside of the box in an envelope clearly marked with: "John Schuler, CMAA"

Following shipping please e-mail all packing slips to [Sarah Gisriel](#). The numbers provided on the packing slip are used to calculate the total donation value. The chapter with the highest wholesale value of wine donated to the auctions will win the Overall Bucky. The wholesale value will also be divided by the number of chapter members (provided by the CMAA Membership Department) to calculate the Per Capita Bucky winner. Additionally, The Club Foundation has once again graciously agreed to award a \$2,000 education grant with each Bucky Award.

For more information on the Wine Society 2012 Auctions, please refer to the [Annual Wine Auction website](#) or contact [Sarah Gisriel](#) at (703) 739-9500. The auctions, of course, cannot be a success without the support of the chapter officers and directors. Please make the Annual Wine Society Auctions a topic at your next chapter meeting.

Ideas to Maximize Your Chapter's Donation

- Set your objective. Establish a goal for your chapter. For example, your chapter may decide to donate one bottle for each member or pick a monetary goal of \$10,000 in wholesale value.
- Start the campaign early. Begin announcing your collection efforts at your chapter meetings, in your chapter's newsletter, and letters stating your goals to your membership.
- Appoint a committee. These individuals can assist you in obtaining, storing and shipping your chapter's donations.
- Contact fellow wine enthusiasts. Contact local wineries and/or distributors with which your chapter members have contact to solicit donations.
- Establish local drop-off points. Begin collecting donations at your fall meetings and designate local drop-off points at clubs throughout your area.
- Communication is critical. Keep your members up-to-date on your chapter goals. Remind your members often of the drive. Encourage them to clean out their cellars and solicit their members.



The CMAA Corporate Advantage Program Supports the Club Community

The generous investment made by CMAA's Corporate Advantage Partners enhances the quality programming, education, events and services available to members. Working in partnership with The Club Foundation, their funding also supports scholarships and grants that encourage lifelong learning and contribute to the vitality of the club industry.

Please support our Corporate Advantage Partners, who are so crucial to the club industry's long-term success.



PLATINUM



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JOHN DEERE
GOLF

GOLD



SILVER



BRONZE



Count on it.



For more information on CMAA's Corporate Advantage Program, please contact [Michele Klecha](#) at (703) 739-9500.

Chapter Auction Donations Needed

It's time again to start planning your donations for the 2012 Club Foundation auctions.

We are hoping more chapters will get involved and make a chapter auction



The Club Foundation®

donation for this year's events. Some examples of past donations are: a set of various club golf shirts, club ties or golf balls; a trip somewhere exciting like Aruba or a Caribbean cruise; a weekend in your city – hotel, golf, dinner, show; tickets to a non-golf event (Super Bowl, NCAA basketball tournament, college football bowl games, etc.). In order for your chapter's donation to be included in the printed auction book, please have them sent to National Headquarters by January 31, 2012.

Proceeds from the special events at Conference provide essential funds to The Club Foundation's grant and scholarship programs. These programs include Joe Perdue Scholarships for undergraduate hospitality students focused in club management (more than 160 awarded); Willmore H. Kendall Scholarships for assistant managers pursuing their CCM (funds for BMI course requirements plus the exam); Chapter Workshop Grants awarded annually to one chapter in each category (small, medium and large) for a total of three \$4,000 grants; and many other CMAA-administered programs. Many of you and your close colleagues have benefited from Foundation funds. Be sure to support these events so that future CMAA leaders can benefit as well.

For more information or to make your donation, please contact Lindsey Baker at (703) 739-9500. Thank you for your continued support of The Club Foundation and CMAA.

Benefit Drawing Tickets On Sale Now!

The Club Foundation is now selling tickets for the annual benefit drawing. This year, we will have daily prizes drawn at the CMAA World Conference in addition to the grand prize. There will also be an early bird drawing for anyone who purchases their tickets prior to October 31, 2011, to win a full registration to the 2012 World Conference.

Daily Prizes: \$1,000 gift card to Best Buy (Saturday), Dick's Sporting Goods (Sunday) and Nordstrom (Monday)
Grand Prize: \$20,000

Tickets are priced at \$100 each with the option of three tickets for \$250. Tickets were recently mailed to CMAA members and may also be purchased directly from the The Club Foundation website. Proceeds benefit the Foundation's Scholarship and Grant Program. More than \$5 million has been distributed back into the professional development of club managers through programs such as the Willmore H. Kendall Scholarship, Business Management Institute (BMI) courses and Conference education. Please encourage your chapter members to show their support for the future of the industry by purchasing a ticket today!

Kendall Scholarship Applications Due November 1

Please remind your chapter members that the deadline to submit an application for the Willmore H. Kendall Scholarship is November 1. This valuable scholarship includes the tuition fees (not including travel expenses) associated with attending all of the following programs:

- BMI I;
- BMI II;
- BMI III;
- BMI Food & Beverage or BMI Golf Management (if required for certification eligibility);
- Certification Review Course (including Study Guide); and
- CCM Exam Fees.

This highly valuable scholarship can be worth as much as \$7,000, depending on which courses the recipient has left to take. Please be sure to encourage all assistant managers to take advantage of this unique opportunity to help them obtain their Certified Club Manager (CCM) designation.

Any individual wishing to apply must be a member of CMAA, an assistant manager with a minimum of five years supervisory experience in a club environment and actively pursuing the CCM designation.

The most important requirement for application submission, however, is a nomination from your chapter. All applications are due to the chapter with nominations sought by November 1. Chapters must then submit the application of those candidates who are nominated to The Club Foundation by December 1. A complete list of guidelines and a scholarship application are available online. Please direct any questions regarding the Willmore H. Kendall to Nichole Rhodes, director, Development, at (703) 739-9500.

Run (or Walk) With the Presidents

Gather your chapter members together for some fresh air and a bit of exercise in support of The Club Foundation and the St. Bernard Project. The 2012 Run with the Presidents consists of a 5K run or 1.5-mile walk and will be held during the CMAA World Conference in February. The \$30 registration fee includes a t-shirt, finisher's medal and refreshments. Additional information, including registration, may be found on the The Club Foundation website. Please encourage your chapter members to participate in this worthwhile event.



Association Calendar

NOVEMBER 2011

- 1 **Willmoore H. Kendall Scholarship due to Chapter for nomination**
Contact: Nichole Rhodes/CF
(703) 739-9500
- 3-6 **National Student Education Conference**
Greater Chicago Chapter, Chicago, IL
Contact: Kate Wilkens/CMAA
(703) 739-9500
- 13-17 **Certification Review Course**
Georgia State, Atlanta, GA
Contact: Sharon Means/CMAA
(703) 739-9500
- 14 **Certified Club Manager Exam – Local Proctored***
Contact: Sharon Means/CMAA
(703) 739-9500
- 18 **Certified Club Manager Exam**
Georgia State, Atlanta, GA
Contact: Sharon Means/CMAA
(703) 739-9500

DECEMBER 2011

- 1 **Willmoore H. Kendall Scholarship due to The Club Foundation**
Contact: Nichole Rhodes/CF
(703) 739-9500

JANUARY 2012

- 14-19 **BMI II**
Cal-Poly, Pomona, CA
Contact: Joe Patrick/CMAA
(703) 739-9500

FEBRUARY 2012

- 5-9 **Certification Review Course**
Georgia State, Atlanta, GA
Contact: Joe Patrick/CMAA
(703) 739-9500
- 6 **Certified Club Manager Exam – Local Proctored***
Contact: Sharon Means/CMAA
(703) 739-9500
- 10 **Certified Club Manager Exam**
Georgia State, Atlanta, GA
Contact: Sharon Means/CMAA
(703) 739-9500

- 24-28 **World Conference and Club Business Expo**
New Orleans, LA
Contact: Guy Doria/CMAA
(703) 739-9500

MARCH 2012

- 18-22 **BMI I**
Georgia State, Atlanta, GA
Contact: Joe Patrick/CMAA
(703) 739-9500
- 25-29 **BMI IV**
Cornell, Ithaca, NY
Contact: Joe Patrick/CMAA
(703) 739-9500

APRIL 2012

- 1-5 **BMI III**
Michigan State, Lansing, MI
Contact: Joe Patrick/CMAA
(703) 739-9500
- 30-May 4 **BMI Golf Management**
World Golf Village, St. Augustine, FL
Contact: Joe Patrick/CMAA
(703) 739-9500

MAY 2012

- 5-6 **National Committee Weekend**
Alexandria, VA
Contact: Kathi Driggs/CMAA
(703) 739-9500
- 7 **Certified Club Manager Exam – Local Proctored***
Contact: Sharon Means/CMAA
(703) 739-9500

AUGUST 2012

- 6 **Certified Club Manager Exam – Local Proctored***
Contact: Sharon Means/CMAA
(703) 739-9500

SEPTEMBER 2012

- 8-10 **Leadership/Legislative Conference**
Ritz-Carlton, Pentagon City
Arlington, VA
Contact: Kim Pasquale and Melissa Low
(703) 739-9500

* Managers can arrange to have an exam proctored at a local college or university.



CMAA's Association Calendar

is available online at www.cmaa.org/calendar.

New Member Totals Through September 30, 2011

	2010 Total	2011 Goal	2011 Total
AK-SAR-BEN	4	5	1
Alabama	1	6	2
Arkansas Razorback	-	2	3
Carolinas	34	47	38
Central New York	-	2	1
Central Pennsylvania	8	4	1
City of New York	3	6	-
Connecticut	3	14	6
Detroit	9	8	1
Dogwood	1	1	1
European	-	1	-
Evergreen	3	5	3
Far East	3	2	2
Florida	38	85	51
Georgia	11	22	5
Golden State	57	59	25
Greater Baltimore	5	7	7
Greater Chicago	4	12	8
Greater Cleveland	5	7	5
Greater Southwest	14	20	5
Illini	1	3	1
Inland Empire	-	4	1
Iowa Tall Corn	2	3	3
Metropolitan	17	22	11
Michigan	4	5	5
Mid-America	2	7	7
Mile High	6	12	6
National Capital	5	12	4
New England	22	28	21
New Jersey	18	18	15
New York State	7	7	1
Ohio Valley	11	16	6
Oklahoma-Kansas	4	5	2
Oregon	5	4	-
Paradise of the Pacific	5	4	1
Pelican	4	6	10
Philadelphia & Vicinity	11	19	7
Pittsburgh	5	11	4
St. Louis District	2	6	2
Texas Lone Star	17	28	21
Toledo	1	1	-
Upper Midwest	11	12	6
Utah	-	2	2
Virginias	6	12	5
Volunteer	5	6	5
Wisconsin Badger	6	7	5
Non-Chapter Area	6	6	5
Total Recruited as of 9/30/11	386	579	322

New member totals do not include transferring or student members. **Bold** lettering indicates chapters that reached or exceeded their 2011 goals.

If you have any questions regarding new member totals, contact [Erica Buschner](#) at National Headquarters at (703) 739-9500.

Member Counts Membership Statistics Through September 30, 2011

Active	3,293
Provisional	789
Alumnus	25
Associate	43
Continuation	103
Faculty	54
Honorary	32
Retired	360
Student	1,254
Surviving Spouse	4
Total	5,957

2011 New Member Recruitment Standings

January 1 through December 31, 2011
(standings through September 30, 2011)

Small Chapters	%
Arkansas Razorback	150%
Dogwood	100%
Far East	100%
Iowa Tall Corn	100%
Michigan	100%
Utah	100%
Volunteer	83%
Medium Chapters	%
Pelican	167%
Greater Baltimore	100%
Mid-America	100%
Greater Cleveland	71%
Wisconsin Badger	71%
Large Chapters	%
New Jersey	83%
Carolinas	81%
New England	75%
Texas Lone Star	75%