

# Chapter *DIGEST*

The Official Publication for CMAA Chapter Leaders



**CLUB  
MANAGERS  
ASSOCIATION  
OF AMERICA**

[www.cmaa.org](http://www.cmaa.org)

January 2009

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

## What to Expect in 2009: A Look at Legislation and Regulations

What do a new President and an increase in the Democratic majority in both houses of Congress mean for the club industry? Time will tell – and likely start telling soon. In the Senate, Democrats will have at least a 56-41 edge and a 78-seat advantage over the Republicans in the House of Representatives. On top of claiming the White House and more than 20 seats in Congress, Democrats also picked up majority control of five statehouse chambers (DE, OH, NY, NV and WI). However, Republicans did not walk away from Election Day empty handed. They

won control in Montana, Oklahoma and Tennessee. In all, 10 chambers saw partisan shifts. Here's a look at how these shifts plus key federal and state legislative and regulation initiatives will directly affect America's clubs.

### Immigration

The controversy of the so-called "No-Match" regulations will continue. The Department of Homeland Security (DHS) issued a final supplemental rule on October 23, 2008, which was essentially unaltered from the rule that was first published in August 2007. The

Agency did state that while the rule was fundamentally unchanged, it did provide additional background and analysis material to fully address the issues raised under the injunction that has prevented implementation of the rule. Under the "No-Match" regulations, any employer who receives a letter from the Social Security Administration (SSA) indicating a non-matching social security number must take specific steps to resolve the discrepancy within 90 days.

The "No-Match Rule" was originally slated to go into effect on

*(continued on page 3)*

## Help Rebuild New Orleans!

Join The Club Foundation and fellow CMAA members during Conference



week in New Orleans to give back to the community. On Saturday, February 7 and Tuesday, February 10 from 12:30 to 5:30 p.m., volunteers will travel to the St. Bernard Parrish just outside downtown New Orleans to lend a helping hand. Partnering with the St. Bernard Project, volunteers will be hammering, painting, and doing other activities to help rebuild a home for those who lost everything during Hurricane Katrina. Volunteers may register for either of the days, or both if they wish. No experience is necessary to volunteer; the St. Bernard Project will provide training at the home site. To register, please visit [www.cmaa.org/reglinks.aspx](http://www.cmaa.org/reglinks.aspx) or contact Sara Pietrzak at (703) 739-9500.

## Make the World Conference part of your 2009 GOAL



There is still time to register to attend the CMAA World Conference on Club Management, February 5-10, 2009 in New Orleans, LA. With endless learning opportunities, you cannot afford to miss this event. Make time and find time to prepare for what awaits you in both your professional and your personal future by taking advantage of what CMAA has to offer.

Be sure to share the importance of this event with your colleagues to enhance your chapter success

For registration forms and additional information, visit [www.cmaa.org/conf.aspx](http://www.cmaa.org/conf.aspx).

## Simplify Your Life: Submit Credits Online

It's a new year and a great time to streamline processes and simplify life. One good way to start is by submitting CMAA credits online. If you're not familiar with the process of submitting credits online, log onto the CMAA Web site at [www.cmaa.org](http://www.cmaa.org) and enter your user name and password. Then select the "For Chapters" tab on the left side of the page and then select the "submit minutes" tab on the right side of the page.

If you're entering education or business meeting minutes, you have the option of entering or pasting the text for the meeting in the text box or you can upload your minutes if you have saved them as a file. You can also enter workshops online the same way you would enter education sessions. For those chapters entering workshops online, if someone doesn't take the exam or doesn't stay for the entire session, please state that information in the meeting box on the page. For example, if a member doesn't take an exam, list it in the text box as (Person's Name – No Exam). Likewise, if a member doesn't stay for the entire session, list it in the text box as (Person's Name – Hours Completed). All chapters should still mail the workshop exams to CMAA headquarters so we can keep them on file if we need to verify who was at a workshop.

If you have questions about submitting meetings online, please contact Sharon Means in the education department at (703) 739-9500 or [Sbaron.means@cmma.org](mailto:Sbaron.means@cmma.org).

## Conference Proceedings Only Available Online

The Proceedings Manual for the CMAA World Conference on Club Management, which contains the collateral material for all education sessions, will only be available online and on a CD that will be given out in New Orleans. The online manual will be available in early January. Managers are strongly encouraged to preview the sessions they want to attend and print out the materials before arriving in New Orleans. There will be limited venues to print the materials on site.

*Managers are strongly encouraged to preview the sessions they want to attend and print out the materials before arriving in New Orleans.*



## Get Organized Through CMAA's FranklinCovey Training Programs

The Club Managers Association of America signed a training license agreement with FranklinCovey™ to offer FranklinCovey workshops to CMAA chapter members. FranklinCovey offers effectiveness training, productivity tools and assessment services for organizations and individuals.

The three FranklinCovey workshops that are being offered to CMAA members in 2009 are:

- **Focus: Achieving Your Highest Priorities™** – This one-day CMI workshop teaches productivity skills integrated with a powerful planning system (using paper, Microsoft Outlook and/or a PDA) that helps managers clarify, focus on and execute their highest priorities – personally and professionally.
- **Seven Habits of Highly Effective People™** – This two-day CMI workshop is based on the groundbreaking book written by Stephen Covey that continues to be a business bestseller with more than 10 million copies sold since 1990. The workshop is designed for anyone interested in becoming a more effective person – regardless of your occupation, position or stage in life.

- **Project Management – An Approach That Really Works™** – During the training you learn not only how to manage a project effectively but also how to focus on the right project at the right time, or "What do I need to do today?"

*The Franklin Covey approach to project management helps you and your team members create, plan, implement, and complete successful projects on time and within budget.*

The Franklin Covey approach to project management helps you and your team members create, plan, implement, and complete successful projects on time and within budget. Bottom-line benefits to your club include:

- Decreased costs due to better planning, less rework, and smarter workload management.
- Faster turnaround time, helping to meet member needs and improve competitiveness.
- Better use of time and resources.

- Strengthened cooperation and buy-in from team members and stakeholders.
- Greater control over a project's progress.
- Focusing on the right project at the right time.
- Earlier recognition of potential problems and issues.
- Reduced time and money spent backtracking and redoing a plan.

CMAA chapters are also covered under this licensing agreement. Chapters can find a listing of the FranklinCovey certified instructors who have agreed to work with CMAA chapters at [www.cmaa.org/template.aspx?id=23374](http://www.cmaa.org/template.aspx?id=23374). Chapters contact the instructor and arrange the details of the workshop. Chapters are required to order the materials for the workshops through CMAA National Headquarters in order to take advantage of the premium pricing extended to CMAA by FranklinCovey. Chapters return any unused materials to the National Office and then are charged only for the books that they used. Please contact David McCabe at (703) 739-9500 or via e-mail at [david.mccabe@cmma.org](mailto:david.mccabe@cmma.org) for details regarding the FranklinCovey programs.

**What to Expect in 2009: A Look at Legislation and Regulations**

*(continued from page 1)*

September 14, 2007. In October 2007, U.S. District Judge Charles R. Breyer of San Francisco, CA, extended a temporary injunction preventing the implementation of the rule. In his decision, Judge Breyer expressed concern over the accuracy of data in the SSA database, which could lead to the termination of lawfully employed workers as well as create a serious disruption to the U.S. workforce. He also noted that the government may have ignored the

Regulatory Flexibility Act that requires the consideration of the cost of imposing new regulations that would significantly burden small business owners.

The Court must now consider whether the DHS's rule clarification through the October 2008 rule satisfies all the issues raised in the injunction. At this time, the SSA has decided to hold the notifications of almost 140,000 employers regarding non-matching Social Security numbers.

The use of E-Verify will continue to be an issue for clubs across the country at the state level. Congress has committed \$100 million to

continue and improve the program in fiscal year 2009. Three states currently require all employers to use the system to verify new employee hires while ten other states require all employers with state contracts to do so. The critics of E-Verify cite its high error rate as unacceptable due to the possibility of this misinformation leading to wrongful termination. According to a June 2007 report from the Social Security Administration's Office of the Inspector General, about 4.1 percent of the agency's 435 million records contain errors.

Clubs seeking H-2B visa workers for 2009 will again face a shortage. The U.S. Citizenship

*(continued on page 4)*



**CMAA's Corporate Advantage Program**

The generous investment made by CMAA's Corporate Advantage Partners enhances the high-quality professional development programs and services that prepare CMAA members for the challenges ahead. Please extend your appreciation by visiting our partners at the Golf Industry Show.

PLATINUM



A Textron Company

GOLD



SILVER



BRONZE



Count on it.



**KOPPLIN & KUEBLER**

*"The Most Trusted Names in Private Club Executive Placement"*

**RSM! McGladrey**

Accounting | Tax | Business Consulting

## Legislation

### What to Expect in 2009: A Look at Legislation and Regulations

(continued from page 3)

and Immigration Services (USCIS) has announced that as of January 8, 2009, it received a sufficient number of petitions to reach the congressionally mandated H-2B cap for the second half of Fiscal Year 2009. No visas are available for workers starting before October 1, 2009.

#### State Trends

Several states have passed legislation that would require businesses to allow workers to use accrued sick leave to care for family members. These measures have been coined "Kin care" laws. Five states (ME, MD, MN, CA and WA) enacted such measures in 2008.

Paid family leave measures are gaining momentum in many states. In 2004, California became the first state to require employers to allow their workers to take extended time off with pay for the care of a sick relative or the care of a newborn or adopted child. Employees can collect 55 percent of their normal income

for six weeks. In 2007, Washington enacted a measure that provides employees up to five weeks of paid leave at a maximum of \$250 per week (which will go into effect in 2009). New Jersey will be the third state to adopt a paid family leave law. In both California and New Jersey, the program is funded through worker payroll deductions.

California has become the first state in the nation to ban restaurants and other food facilities from using trans fats in their products. Restaurants were mandated to phase out trans fats by 2010 while bakeries would have until 2011. Trans fats are already banned in the cities of Baltimore, Boston, New York and Philadelphia.

#### Taxation

Thirty-nine states will face budget shortfalls totaling \$26 billion for 2009 and are looking for new areas for revenue development. Clubs and the golf industry could be primary targets in many states. California has already begun considering the extension of its sales and use tax to golf beginning February 1, 2009.

With unemployment on the increase, many states are running out of funds used to pay jobless benefits. The seven states with unemployment funds in the worst shape are California, Michigan, Missouri, New York, South Carolina, Indiana and Ohio. Ten other states are at risk. Unemployment taxes for many clubs will increase in the immediate future.

With the new Form 990, it appears that all tax-exempt organizations including 501(c)(7) social clubs will face increased scrutiny in 2009. Senior advisors at the IRS have been quoted saying that the IRS is considering increasing penalties for exempt organizations that fail to correctly complete the Form 990. With the purpose of the redesigned form to capture more information about exempt organizations and the sector as a whole, the IRS has stated that it will build compliance initiatives based on the new information collected.

For additional information on these or other legislative and regulatory topics, please visit [www.cmaa.org](http://www.cmaa.org) or contact Melissa Low, director, Industry Resources and Legislative Services, at (703) 739-9500 or [melissa.low@cmma.org](mailto:melissa.low@cmma.org). ■

## Membership

### Idea Fair for Student Chapters

Student Chapters are encouraged to bring their best ideas to the 2009 Idea Fair for Student Chapters at the World Conference on Club Management in New Orleans.

The Idea Fair for Student Chapters is comprised of nine categories, which are judged by a committee at Conference. The winner of each category is awarded at the Student Achievement Breakfast, recognized at the Managers' Awards Luncheon at Conference, and showcased on the CMAA Web site and in CMAA publications. This is an excellent opportunity for each student chapter to share the ideas that make their chapter great.

For those interested in submitting an entry, it is too late for an advance shipment to New Orleans; however, hand-carried entries will be accepted on site until 5:00 p.m. on Wednesday, February 4, in the Member Services Pavilion.

For the official entry form, please visit [www.cmaa.org/formsondemand.aspx](http://www.cmaa.org/formsondemand.aspx). ■

### Your List of Chapter Officers, Directors and Chairmen is Past Due



With the New Year comes a new slate of officers in your chapter. CMAA National Headquarters needs and wants to know who makes up that new slate. Not only will we mail appropriate chapter members the Chapter Officers and Directors Handbook, we will also update all of our records, including the online directory on CMAA's Web site.

If your chapter is listed below, please complete the Chapter Officer/Chairman Report Form found on page 5 of this newsletter and submit it to CMAA National as soon as possible.

Thank you in advance for your prompt attention to this matter!

Alabama

European

Mid-America

Arkansas Razorback

Far East

Oregon

Connecticut

Greater Cleveland

Toledo

Detroit

Michigan



# 2009 Chapter Officer/Chairman Report Form

\_\_\_\_\_ Chapter

Term Year from: \_\_\_\_\_ to: \_\_\_\_\_

President: \_\_\_\_\_ e-mail: \_\_\_\_\_

Vice President: \_\_\_\_\_ e-mail: \_\_\_\_\_

Secretary: \_\_\_\_\_ e-mail: \_\_\_\_\_

Treasurer: \_\_\_\_\_ e-mail: \_\_\_\_\_

Managing Director: \_\_\_\_\_ e-mail: \_\_\_\_\_

Career Services Chairman: \_\_\_\_\_ e-mail: \_\_\_\_\_

Certification Chairman: \_\_\_\_\_ e-mail: \_\_\_\_\_

Club Foundation Liaison: \_\_\_\_\_ e-mail: \_\_\_\_\_

Education Chairman: \_\_\_\_\_ e-mail: \_\_\_\_\_

Legislative Chairman: *(One per state within the chapter's boundaries.)*

Name: \_\_\_\_\_ State: \_\_\_\_\_ e-mail: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Membership Chairman: \_\_\_\_\_ e-mail: \_\_\_\_\_

Public Relations Chairman: \_\_\_\_\_ e-mail: \_\_\_\_\_

Premier Club Services Liaison: \_\_\_\_\_ e-mail: \_\_\_\_\_

Student Chapter Liaison: *(Chapter must represent an official Student Chapter to list this position.)*

Name: \_\_\_\_\_ Student Chapter: \_\_\_\_\_ e-mail: \_\_\_\_\_

\_\_\_\_\_

Technology Chairman: \_\_\_\_\_ e-mail: \_\_\_\_\_

Wine Society Chapter Representative: \_\_\_\_\_ e-mail: \_\_\_\_\_

Elected Board Members (other than the chairmen positions listed above):

Name: \_\_\_\_\_ e-mail: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### It's Not too Late for Your Chapter Members to Reinstate



December 31, 2008 has come and gone, and all CMAA members who did not pay their 2009 membership dues have been officially dropped from the CMAA roster. These former members will be sent a letter by the end of the month explaining their status, as well as a reinstatement invoice for their dues. If and when delinquent members pay their invoices (membership dues plus the \$100 reinstatement fee), their CMAA membership will be reinstated with no break in their membership join date.

However, members who allow their membership to lapse for longer than the membership year, and are then interested in becoming current again, will need to rejoin CMAA. The rejoining process involves going through the entire application process again – completing the application, gaining chapter approval, etc. All rejoining members receive a new join date; their credit history and membership number remain the same, but those concerned about their consecutive years of membership should use this as deterrence from letting their membership lapse for longer than a year's time.

### Help Spread the Word – the Annual Idea Fair Competition Is Almost Here

The 2009 Idea Fair competition will be held at the World Conference on Club Management in New Orleans. Help spread the word and make sure your chapter members know about this. We are looking forward to showcasing a variety of new and innovative ideas for all to see.

Once again, CMAA will recognize one Idea Fair entry as the People's Choice Award winner. While individual category winners are chosen by a panel of judges, this new award encourages all CMAA members to select which idea truly stands out from the rest and presents itself as something that is easily and readily transferable into our members' club operations. Urge your chapter members to visit the Idea Fair, take in all that the showcase has to offer and then cast their vote at the Member Services Pavilion desk.

For those interested in submitting an entry, it is too late for an advance shipment to New Orleans; however, hand-carried entries will be accepted on site until 5:00 p.m. on Wednesday, February 4 in the Member Services Pavilion.

For the official entry form, please visit [www.cmaa.org/formsondemand.aspx](http://www.cmaa.org/formsondemand.aspx).

## The Club Foundation

### Win a MINI Cooper Clubman

Don't miss your chance to participate in The Club Foundation's annual benefit drawing! Tickets are still available for the drawing, which will take place at the CMAA World Conference on Club Management in February. Jonas Software has generously sponsored this year's grand prize of a three-year lease on a 2009 MINI Cooper Clubman. Tickets are available for purchase on The Foundation Web site at [www.clubfoundation.org/bendraw.html](http://www.clubfoundation.org/bendraw.html). Please make sure your chapter members are aware of this opportunity to support The Club Foundation and possibly win a great prize at the same time. Contact Nichole Rhodes at [nichole.rhodes@clubfoundation.org](mailto:nichole.rhodes@clubfoundation.org) with any questions.



### 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 2009 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 a registration form, may be found on the Foundation's Web site at [www.clubfoundation.org/runwithpresident.html](http://www.clubfoundation.org/runwithpresident.html). Please encourage your chapter members to participate in this worthwhile event.

### The Club Foundation/GIS Silent Auction Now Open

Bidding is now open for The Club Foundation/GIS Silent Auction. You can access the auction from any computer with internet access at [www.clubfoundation.org/GISauction](http://www.clubfoundation.org/GISauction). Also, while in New Orleans at the 2009 World Conference on Club Management, please stop in the Member Services Pavilion to preview the items and have staff members assist you in the bidding process.



**Join The Club Foundation for an Evening of Delights!**

As you and your fellow CMAA chapter members begin to plan your trips to New Orleans for the 2009 World Conference, be sure to book Monday night at The Club Foundation’s Event. The American Culinary Federation Chefs will be preparing the evening’s food in a station format, allowing partygoers to taste many different dishes and enjoy ample mingling space. Music and dancing and some very special auction items will enhance the night’s festivities. The auction will have two parts, a silent and a live component. As you are registering for Conference, be sure to include The Club Foundation event – you won’t want to miss it!

Also, remember that we are currently accepting donations for both the Live Auction Event as well as the GIS Silent Auction. We are looking for personal items, such as trips, memorabilia, collectables and things of that nature for the main event on Monday and more business/club related items for the GIS Auction. For more information or to make your donation, please contact Lindsey Baker at [lindsey.baker@clubfoundation.org](mailto:lindsey.baker@clubfoundation.org) or at (703) 299-4260. Thank you for your continued support of The Club Foundation and CMAA.

**Ready, Set, Start the Bidding ...  
Make a Difference**

Hundreds of bottles of wine and wine-related items await your bid at the CMAA International Wine Society’s Annual Silent and Live Auctions. The auctions, held each year at the World Conference, feature some of the finest and most exciting wines you’ll find anywhere. Don’t miss this unparalleled opportunity to add to your wine cellar, enjoy some competitive camaraderie with your peers and support your industry. The auctions are an annual event to benefit The Club Foundation, which, in turn, benefits the industry’s future through its educational programs for club managers. So, be sure to participate and help make the auctions the best ever!

It is not too late for your chapter to make a donation. Donation forms are available online and should be e-mailed to [wine\\_soc@cmiaa.org](mailto:wine_soc@cmiaa.org) at the time of shipping.

For more information on the 2009 Wine Society auctions, please contact Erika Strack at (703) 739-9500 or via e-mail at [erika.strack@cmiaa.org](mailto:erika.strack@cmiaa.org).

*The auctions are an annual event to benefit The Club Foundation, which, in turn, benefits the industry’s future through its educational programs for club managers.*



**The Hours for the 2009  
Silent Wine Auction are:**

- Preview for Wine Society Members and Guests Only**  
Friday, February 6..... 4:00 - 6:00 pm
- Silent Auction**  
Saturday, February 7 .....11:00 a.m. - 6:00 p.m.  
Sunday, February 8 ..... 7:30 a.m. - 5:45 p.m.
- Live Auction**  
Saturday, February 7 ..... 6:15 - 6:45 p.m.



## New Member Totals Through December 31, 2008

	2007 Total	2008 Goal	2008 Total
<b>AK-SAR-BEN</b>	2	4	8
Alabama	9	7	2
<b>Arkansas Razorback</b>	1	2	3
Carolinas	57	45	40
Central New York	1	3	1
Central Pennsylvania	6	6	-
City of New York	4	5	3
<b>Connecticut</b>	10	13	23
Detroit	5	8	6
Dogwood	1	2	-
European	3	1	-
Evergreen	6	7	5
Far East	1	3	1
Florida	85	82	70
Georgia	26	27	19
<b>Greater Baltimore</b>	6	7	9
Greater Chicago	10	14	6
Greater Cleveland	3	7	5
Greater Southwest	19	21	14
Illini	1	5	-
Inland Empire	4	4	3
<b>Iowa Tall Corn</b>	2	4	5
Metropolitan	21	19	18
Michigan	6	6	5
<b>Mid-America</b>	3	6	10
Mile High	12	13	7
National Capital	10	15	11
New England	34	30	18
<b>New Jersey</b>	14	11	23
<b>New York State</b>	3	5	6
<b>Ohio Valley</b>	13	17	20
Oklahoma-Kansas	10	5	4
Oregon	4	4	1
Paradise of the Pacific	5	5	1
Pelican	6	7	5
<b>Philadelphia &amp; Vicinity</b>	14	16	19
<b>Pittsburgh</b>	9	12	12
Roadrunner	10	8	7
St. Louis District	6	6	4
San Diego	8	5	3
San Francisco & N. California	20	17	14
<b>Southern California</b>	26	18	18
<b>Texas Lone Star</b>	30	23	24
<b>Toledo</b>	-	1	4
Upper Midwest	7	14	12
<b>Utah</b>	4	2	2
Virginias	13	14	11
<b>Volunteer</b>	6	5	6
<b>Wisconsin Badger</b>	6	9	9
<b>Non-Chapter Area</b>	3	4	4

Total Recruited as of 12/31/08    566            573            501

New member totals do not include transferring or student members. **Bold** lettering indicates chapters that reached or exceeded their 2008 goals.

If you have any questions regarding new member totals, contact Erica Buschner at National Headquarters at (703) 739-9500 or via e-mail at [erica.buschner@cmaa.org](mailto:erica.buschner@cmaa.org).

### Member Counts Membership Statistics Through December 31, 2008

<b>Active</b>	<b>3,472</b>
<b>Provisional</b>	<b>1,103</b>
<b>Alumnus</b>	<b>31</b>
<b>Associate</b>	<b>66</b>
<b>Continuation</b>	<b>113</b>
<b>Faculty</b>	<b>49</b>
<b>Honorary</b>	<b>32</b>
<b>Retired</b>	<b>370</b>
<b>Student</b>	<b>1,495</b>
<b>Surviving Spouse</b>	<b>3</b>
<b>Total</b>	<b>6,734</b>

### 2008 New Member Recruitment Contest

January 1 through December 31, 2008  
(standings through December 31, 2008)

<b>Small Chapters</b>	<b>%</b>
Toledo	400%
AK-SAR-BEN	200%
Arkansas Razorback	150%
<b>Medium Chapters</b>	<b>%</b>
Mid-America	167%
Greater Baltimore	129%
Volunteer	120%
<b>Large Chapters</b>	<b>%</b>
New Jersey	209%
Connecticut	177%
Philadelphia & Vicinity	119%

## Association Calendar

### FEBRUARY 2009

**1-5**      **Certification Review Course**  
New Orleans, LA  
*Contact:* Sharon Means/CMAA  
(703) 739-9500

**5-7**      **Golf Industry Show**  
New Orleans, LA  
*Contact:* Guy Doria/CMAA  
(703) 739-9500

**6**        **CCM Exam**  
New Orleans, LA  
*Contact:* Sharon Means/CMAA  
(703) 739-9500

**5-10**    **82<sup>nd</sup> World Conference on  
Club Management**  
New Orleans, LA  
*Contact:* Guy Doria/CMAA  
(703) 739-9500

**9**        **CCM Exam**  
Local Proctored Exam\*  
*Contact:* Sharon Means/CMAA  
(703) 739-9500

### MARCH 2009

**8-12**    **BMI I**  
**FULL**    Georgia State, Atlanta, GA  
*Contact:* Joe Patrick/CMAA  
(703) 739-9500

**22-26**   **BMI IV**  
Cornell, Ithaca, NY  
*Contact:* Joe Patrick/CMAA  
(703) 739-9500

**29-Apr. 3**   **BMI Golf Management**  
World Golf Village, St. Augustine, FL  
*Contact:* Joe Patrick/CMAA  
(703) 739-9500

### APRIL 2009

**5-9**       **BMI III**  
**FULL**    Michigan State, East Lansing, MI  
*Contact:* Joe Patrick/CMAA  
(703) 739-9500

**19-21**    **Midwest Regional Forum**  
Greater Chicago Chapter – Host  
*Contact:* Kinda Schinto  
(815) 675-9844

**26-30**    **BMI V**  
UNLV, Las Vegas, NV  
*Contact:* Joe Patrick/CMAA  
(703) 739-9500

### MAY 2009

**1**        **Club Foundation Faculty Internship Program  
Application Deadline**  
Alexandria, VA  
*Contact:* Nichole Rhodes/CF  
(703) 739-9500

**1**        **Club Foundation Student Chapter Grant  
Program Application Deadline**  
Alexandria, VA  
*Contact:* Nichole Rhodes/CF  
(703) 739-9500

**1**        **Joe Perdue Scholarship  
Application Deadline**  
Alexandria, VA  
*Contact:* Nichole Rhodes/CF  
(703) 739-9500

**2-4**      **National Committee Weekend**  
Alexandria, VA  
*Contact:* Kathi Driggs/CMAA  
(703) 739-9500

**4**        **CCM Exam**  
Local Proctored Exam\*  
*Contact:* Sharon Means/CMAA  
(703) 739-9500

### JUNE 2009

**1**        **Club Foundation Research Grant  
Application Deadline**  
Alexandria, VA  
*Contact:* Nichole Rhodes/CF  
(703) 739-9500

**13-18**    **BMI II**  
Cal-Poly, Pomona, CA  
*Contact:* Joe Patrick/CMAA  
(703) 739-9500

### AUGUST 2009

**3**        **CCM Exam**  
Local Proctored Exam\*  
*Contact:* Sharon Means/CMAA  
(703) 739-9500

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

