



**CLUB
MANAGERS
ASSOCIATION
OF AMERICA**

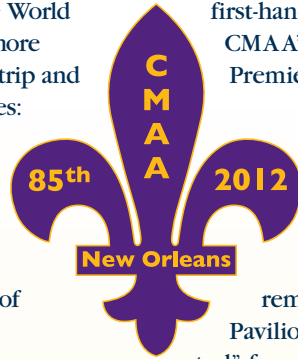
Outlook

News From the Club Managers Association of America

January 2012

Plan Today to Make the Most of Conference

The Club Managers Association of America's 85th World Conference and Club Business Expo is a little more than a month away. Have you started planning your trip and event? Use our scheduling tools and online brochures: the [2012 World Conference and Club Business Expo Brochure](#) and the [2012 Conference Education Brochure](#). These tools can help you schedule your days so you don't miss out on any key education sessions or networking events. Plan ahead and use the following outline to get the most of your Conference experience!



first-hand knowledge and experience from CMAA's Career Services, Bookmart, Premier Club Services®, Risk Management and The Club Foundation. You will also be able to vote, participate in the International Wine Society's silent auctions and review the Idea Fair entries. Most importantly, if you have any questions, just remember that the Member Services Pavilion will act as the "information central" for you throughout Conference.

Scheduling

Planning your trip today means that you won't be overwhelmed in the hustle and bustle of Conference. With more than 70 education sessions and a variety of events, you don't want to feel rushed, especially if it means you miss out on something you had been meaning to do. You should also plan on downtime so you don't overload your schedule and can rest. Be sure to visit the CMAA Club Business Expo, which features the newest and most innovative products and services that meet your club's needs.

Layout

By learning where sessions, workshops and events are located now, you will be more relaxed and comfortable at Conference. Nothing is worse than feeling rushed in an unfamiliar place, especially if the session you want to attend is about to begin! Reviewing the layout of the New Orleans Marriott and the New Orleans Morial Convention Center will help take some stress out of your week. You should also be familiar with the location of the CMAA Member Services Pavilion so that when questions arise, the CMAA national staff will be able to assist you at all times.

CMAA Member Services Pavilion

Try to take time out and meet the CMAA staff. Located in the Carondelet Room on the third floor in the New Orleans Marriott, you can find information and resources you may not be aware of at the Member Services Pavilion. You will also have access to

Tourism

If you would like to tour the city, CMAA and the New Orleans Convention and Visitors Bureau are working on a microsite specifically designed for club management professionals. The website will be featured on the CMAA [home page](#), so check back to get the first look. For information on getting around the city, things to do, event calendars, restaurant lists and more, The Pelican Chapter and CMAA have also put together a list of recommended restaurants and activities so you can truly experience Louisiana history, food and culture. The [Restaurant and Activities PDF](#) is available to download and print at your convenience.

To find all this information and more, please visit THE ONE List on the CMAA [website](#). If you have any questions, please contact [Guy Doria](#), senior director, Conference, Meetings and Exhibitions, at (703) 739-9500. ♦

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Mission Statement

The Club

Managers

Association

of America

Advances

the Profession

of Club

Management

by Fulfilling

the Educational

and Related

Needs of

Its

Members.



CEO's Message

THE ONE Experience

It is my favorite time of year here at National Headquarters. The office is buzzing with activity as we prepare for the 2012 World Conference and Club Business Expo next month. We have signs to proof, presentations to prepare, registrations to process and boxes to pack. This event is the highlight of our CMAA year - our quintessential "Member-Guest" experience. We all look forward to engaging in person with you - our members.



Jim Singerling, CCM

This year, the 85th World Conference and Club Business Expo boasts an excellent venue in New Orleans with great sites, amazing food and endearing southern culture. It also marks the return of the Club Tour to our roster of events. Attendees will Celebrate the Hospitality of Louisiana during the Networking Event on Monday, February 27. Three amazing clubs will be our hosts - the New Orleans Country Club, the Metairie Country Club and the Southern Yacht Club. All three facilities have endured and overcome the significant challenge of rebuilding post-hurricane to reopen to their memberships and resume normal operations. Attendees will enjoy the ambiance of historic southern charm mixed with modern architecture and taste the flavors of New Orleans and Louisiana while engaging in invaluable, peer-to-peer education.

Please join us on Friday, February 24, for a day of building to help the ongoing effort to restore New Orleans and the surrounding communities from the devastation of Hurricane Katrina. Attendees are needed to volunteer with the Rebuilding Program for the St. Bernard Project, an innovative, award-winning non-profit organization whose mission is to remove physical, mental, and emotional barriers for vulnerable families, senior citizens and disabled residents who are struggling to recover from the devastation and trauma caused by natural, man-made or economic disasters, while also serving as a model for disaster rebuilding and affordable housing. Volunteers are needed on Friday, February 24, from 8:00 a.m. to 4:00 p.m. Learn more and register [here](#).

If you have not yet committed to attending the 85th World Conference and Business Expo, I encourage you to take time to review the multitude of experiences that await you. This is not just an event. It is THE ONE Experience that you cannot afford to miss in 2012. The full schedule includes more than 70 education sessions presented by industry experts and enlightening speakers as well as countless opportunities for formal and informal networking. Register before January 12 and save \$100 off most registration categories. CMAA offers a number of registration options to meet every budget and every schedule.

Visit CMAA's Conference [website](#) to view the entire schedule of opportunities. See you in the Crescent City!

Jim Singerling, CCM
Chief Executive Officer

Association Calendar

FEBRUARY 2012

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

AUGUST 2012

- 6 **Certified Club Manager (CCM) 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
-
- 16-20 **BMI III**
Michigan State, Lansing, MI
Contact: Joe Patrick/CMAA
(703) 739-9500
-
- 22-27 **BMI II**
Cal-Poly, Pomona, CA
Contact: Joe Patrick/CMAA
(703) 739-9500
-
- 23-27 **BMI I**
Georgia State, Atlanta, GA
Contact: Joe Patrick/CMAA
(703) 739-9500

- 30-Oct. 3 **Mid-Management Conference**
New England Chapter
Contact: Boyd Holk, CMAA

OCTOBER 2012

- 14-19 **BMI International**
Shanghai, CHINA
Contact: Joe Patrick/CMAA
(703) 739-9500
-
- 21-25 **BMI V**
UNLV, Las Vegas, NV
Contact: Joe Patrick/CMAA
(703) 739-9500
-
- 28-Nov. 1 **BMI IV**
Cornell, Ithaca, NY
Contact: Joe Patrick/CMAA
(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.

A Huge Price to Pay!

A coach's job is to help a player and their team win. Whether we are talking about the game of life or the game of our professional lives, it is a worthy goal. Sometimes it means helping the person gain clarity about the goal or goals they are shooting for. The coach can also help the player identify his or her gifts and support them in developing those gifts to the level of mastery. Another opportunity is to help the person identify things that might be getting in the way of success. Once one of these things is identified, it is possible to get rid of it or find a way to work around it. This article focuses on something that gets in the way for many people and comes with a huge price.

To get to where you want to go, you can employ many thoughts and emotions that will support you in getting there, but you can also employ many thoughts and emotions that slow down the process or keep you from getting there all together. One of the secrets of success is to choose the right ones.

Most humans from time to time dabble with thoughts and feelings of hate, anger and resentment. I am not suggesting you should or shouldn't. I'm not saying it's good or bad, right or wrong, I am suggesting you take a look at what employing these thoughts and feelings might be doing for you or to you.

When you spend your time with hate, anger and resentment, it can change who you are. Maybe you start to become what others see you as being. You may begin to be less productive, less happy, more irritable and defensive. You can start to have trouble focusing on anything but the source of your hate, anger or resentment.

Human beings have so many emotions that they get to experience. Hate, anger and resentment are among the most powerful. They are also among the most self-destructive. It may seem like you are doing something to someone else when you harbor these emotions, but the truth is the person receiving the most damage is you.

Now don't be fooled, if you weren't getting anything out of it, you wouldn't hold on to these feelings. You may be getting great satisfaction from the belief that holding on to these feelings gives you the feeling of being right. Another benefit of holding on to these emotions is that it might protect you from being hurt in the future. Maybe it justifies your being miserable. These are some of the benefits you can receive for holding on to these emotions. But, to get them you are paying a huge price!

Here is what we notice in relationships, with individuals, with management teams and with organization's board: people would rather be right than successful. That may seem ridiculous, but for many, the need to be right is very powerful. Some people will hold on to hate, anger and resentment for a lifetime, oblivious of what it is doing to their life. They may be



limiting themselves. They may be living a life of misery, but they are right!

The benefit of being protected may seem like a good reason to hold on to hate, anger and resentment. If you never forget the pain that someone caused, you may never get into a situation where someone else might cause a similar pain. We are motivated to move toward pleasure or away from pain. The need to move away from pain is more powerful for most. When we live a life focused on the fear of experiencing some pain, we miss out on so much pleasure.

The third benefit I mentioned was that holding on to hate, anger and resentment gives you justification for being miserable.

The truth is, you really don't need any justification for being miserable. It is your life! You can choose to be miserable or choose to be happy. There are lots of people who have reason to be miserable who choose to be happy and there are lots of people who have reason to be happy who choose to be miserable. In both scenarios where you choose to be miserable, whether it is justified or not, you pay the price by being miserable! That is a price you pay and so do the people who share your life.

When we hold on to hate, anger and resentment, we play the role of the victim! In that role, we are weak and pathetic. We are telling the world and the people in it that they control our happiness and sadness. We are at the whim of the people we encounter to define our lives.

We also have the chance to define our own lives! Here are two words that can help you move in that direction. Forgiveness and accountability!

When you forgive someone you are not letting them off the hook, you are letting you off the hook. You are the one paying the price. You can forgive them and you can forgive you for the role you played in things. You can forgive you for making it bigger than it might have been. You can forgive yourself for the hurt you caused yourself by holding on to it. When you forgive someone, they no longer have the power over you that they once had. You no longer need to play the role of the victim.

One of the most powerful things a coach can give to an individual or a team is the gift of accountability. When you or every person on your team understands they are accountable, they don't have to play the victim anymore. If we are faced with challenges, the solutions show up when we have taken accountability. If we are enjoying the benefits of playing the victim, there is no need for a solution. Now that is a huge price to pay!

Kevin MacDonald and Shelley MacDougall are the coaches for CMAA. A benefit of your CMAA Membership is a complimentary coaching session. To book a session, call the CMAA Coaching Line toll-free at 1 (866) 822-3481. ♦

Membership

Enter the 2012 Idea Fair

Put on your thinking caps, get the creative juices flowing and enter your club's innovative idea(s) in this year's Idea Fair. The competition and showcase of ideas will be held at World Conference in New Orleans, February 24-28. Since the sharing of knowledge has always been the hallmark of CMAA, the Idea Fair is a great avenue for club managers to exchange ideas with their peers.

Each CMAA member is encouraged to enter – you do not need to attend Conference to enter or win. Regardless, appropriate recognition and two Association Activity Credits will be awarded to the winner in each of the 22 categories. Association Activity Credits will also be awarded to all members who enter. All shipped entries must be shipped to arrive between the dates of February 6-17 and all hand-carried entries must be received on site by 8:00 p.m. on Thursday, February 23.

Please click [here](#) for more details on how to enter, as well as category information and to print the official entry form. We look forward to seeing your ideas at Conference.

Reinstate Your CMAA Membership

On December 31, 2011, CMAA members who had not yet paid their 2012 membership dues were dropped from the Association's roster. If you missed your renewal notices in the mail because of a recent move or job change, there is no need to worry – it's not too late to reinstate; simply contact the Chapter/Member Services Department to get your membership back up and running today.

If you have yet to renew your membership because you are currently unemployed, you may be eligible for Continuation status. This status defers your dues until you are once again employed or until October 31, 2012, whichever comes first. To be classified as a Continuation status member, please submit a written request to the National Headquarters by mail or e-mail to the [membership department](#). Please be sure to include your current mailing address and phone number so we can update our database.

Wine Society

Ready, Set, Start the Bidding!

Hundreds of bottles of wine await your bid at the CMAA International Wine Society's Annual Silent and Live Auctions.



It's not too late to band together with your chapter to take home the prestigious Bucky Awards. Starting with the 2011 World Conference, there are now two traveling Bucky Trophies, the Per Capita Bucky and the Overall Bucky. The Per Capita Bucky will be given to the chapter with the highest average donation amount per chapter member and the Overall Bucky will be given to the chapter that donates the most wine by wholesale value to the auctions.

Donations will be accepted up until the day of the Silent Auction, but we prefer if your International Wine Society Chapter Representative ships the wine to our clearinghouse by February 9. Please review the [2012 Rules for Shipping Reimbursement](#) for more information.

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 also 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 donate, participate and volunteer to make this year's auctions the best ever.

2012 Wine Auction Hours

Saturday, February 25
Wine Society Member Preview
2:15 p.m. – 4:15 p.m.

Sunday, February 26
Silent Auction
7:00 a.m. – 6:30 p.m.
Live Auction
7:30 a.m. – 7:15 p.m.

Monday, February 27
Silent Auction
7:00 a.m. – 6:45 p.m.

Wine Society Dinner

Always a grand affair, the CMAA International Wine Society's Annual Formal Dinner will be held Sunday, February 26, 2012, at the New Orleans Country Club in New Orleans, LA. The evening begins with the reception at 7:30 p.m. followed by dinner at 8:15 p.m. Tickets for Wine Society/Chaine members and their guests are \$175 per person. Non-members may purchase tickets after January 15 at \$200 per person on a space-available basis. For more information, please contact [Kathi Driggs](#) at (703) 739-9500.

Corporate Advantage Partners

Club Car Answers Frequently Asked Questions

Properly servicing and maintaining their golf car fleet is one of the smartest ways courses can protect their investment in one of their most important assets. Club Car Manager of Technical Services Randal Crook answers some basic questions about golf car service and maintenance.

Q: How do most courses service and maintain their cars?

It varies from course to course. Some courses split their service and maintenance between their own staff for routine jobs such as watering batteries, changing flats and lubrication and a service provider, which is usually their dealer or distributor, with whom they have a service agreement. As the economy tightened up in the last couple of years, we've seen more

courses bring service and maintenance in-house to try and save money. The problem with that is that their own staff often lacks the experience or expertise to service cars properly. So what the course might save on the front end by doing the work itself, it ends up spending over the long term to correct problems that have been created through neglect or improper maintenance procedures.

Q: How do golf car manufacturers interface with service providers?

At Club Car, we have regional technical representatives that are responsible for authorized dealers and distributors in their areas. That responsibility includes training and support on technical and service issues that



they might need assistance with for one of their contracted customers. We also offer preventive maintenance schools that are hosted by authorized dealers, regional schools and Augusta-based schools where dealers and distributors can learn about the latest product enhancements and recommended changes in service practices. We also maintain a toll-free tech hotline for authorized dealers and distributors.

Q: How can the course make sure it gets the best service from its service provider?

We recommend entering into a

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Trusted Partners. Smart Solutions.

Since 2007, our partners have pledged more than \$8 million to CMAA and The Club Foundation initiatives. Their funding enhances the programming, services and support available to members, which contribute to the vitality of clubs and ensures a viable and healthy industry for all. Become familiar with each of our trusted partners and the smart solutions they provide. We are confident that you will find value in their professional expertise and practical answers that are relevant to your club's operations.



PLATINUM



GOLD



SILVER



BRONZE



Call for Volunteers

CMAA's World Conference and Club Business Expo is just a month away. Most of our preparations have been completed and the Education Department is very excited for another great Conference in New Orleans, LA. There will be approximately 70 education sessions, all designed to benefit club managers. However, we can't handle this imposing task without your help.

We are currently looking for volunteers to hand out and collect evaluation/attendance cards at each of the Conference education sessions.

After you register for Conference and review the *Conference Education Brochure*, simply pick where you can volunteer from among the sessions you plan to attend. The evaluation cards will be available at the Education Department Kiosk that will be located near the rooms where the sessions will be held. You simply pick up the cards about 15 to 20 minutes prior to the start of the session and return the completed cards to the kiosk at the conclusion of the session.

All we ask is that you commit to doing the job. This is a tremendous help to CMAA and without you it cannot be done. Once you volunteer and are assigned a session, please make every effort to honor that commitment. If you later find that you will not be able to attend that session, please let us know as soon as possible. Simply not showing up places us in a very awkward position.

If you can help, please contact [David McCabe](#) at (703) 739-9500. You will then be contacted to confirm the details. We sincerely appreciate your help and hope to hear from you soon. ♦

Checking Your Credit History Online

Did you know you can easily check your credits online by visiting the CMAA [website](#)? Once you have entered the website, please enter your user name and password and select the MY CMAA tab on the left side of the page. Now that you have entered your user information, select the VIEW CREDIT HISTORY tab and your credit history will appear.

If you have questions about checking your credits online, please contact [Sharon Means](#), manager, Certification and Education, at (703) 739-9500. ♦

Club Car Answers Frequently Asked Questions

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service agreement with the service provider. An agreement for regular service takes the burden of regular maintenance off the course and ensures ongoing communication with the service provider. But even owners who have a service contract should feel a shared responsibility for service and maintenance with their provider. That starts with reading the owner's manual to understand the vehicle requirements and service intervals. Beyond that, it's often a good idea to have one of your staff spend some time with the service provider when he is at the course to understand what work is being done, what work is scheduled next and to stay abreast of the current condition of the fleet.

Q: What should courses do if they feel they're not getting the service they need and deserve?

The best approach is to talk directly to the technician providing the service to make sure he is aware of your expectations and the areas where you feel his service is not meeting expectations. If problems persist, you may need to talk to the service provider owner or manager to agree to a plan to rectify the situation. The next place to turn is to your Club Car salesperson or to Club Car's customer service department at 1 (800) CLUB-CAR. ♦

Premier Club Services®

FREE Industry Survey Reports Through Premier Club Services!

Premier Club Services (PCS) saves your club money. Each CMAA Industry Survey Report is provided FREE to PCS subscribing clubs (a \$135 annual CMAA member value each) – posted on the [PCS website](#) (password required).

The *2011 Compensation and Benefits Report* and the *2011 Club Finance and Operations Report* are at your disposal. In the coming months, CMAA will conduct the Club Policies and Procedures Survey and corresponding report, also complimentary. PCS subscribers are also provided a 30 percent discount off Club Benchmarking's peer comparison service.

Premier Club Services continues to provide increased value to subscribers. The complimentary survey reports reflect a portion of the entire value PCS provides your club. Learn more about the PCS subscription and how it serves the club manager, staff and board of your club [here](#). ♦

Alert Notifications to Staff and Members, Made Easy!



Emergencies, interruptions and inconveniences happen in life – and clubs are not immune! In some instances, we have the luxury of advanced warning (i.e., hurricanes) but in most cases we are caught by surprise when an outage or structural damage occurs. Regardless of the circumstances, communication between the club and its staff and members is non-negotiable. Communication is expected, appreciated and, in some cases, can save lives. Communication is at the center of the club business and, therefore, should continue between the club and its employees and members under any circumstances.

Who does your club need to alert in advance of a disaster or post-disaster? Club staff and members value critical communications relating to advanced storm alerts, club status updates or disaster recovery plans. Almost as important as your employees and members are your vendors - who should be communicated with if the club will not be able to take delivery of goods or services due to an interruption of any kind. Does your club have a system in place to execute these important communication tasks? The truth is most clubs do not have sophisticated plan of communication in place to reach out to everyone efficiently and effectively.

Agility Recovery provides your club with an alert notification system your club can rely upon for sending text messages to your club employees and club members. SMS (short message service) or texts are a reliable way to communicate with impor-

tant contacts (even when other mobile functions are down). CMAA National Headquarters utilizes the feature of Agility Recovery regularly to communicate alerts, important announcements and emergency information to CMAA staff. One unique aspect of this feature is that anyone with a cell phone can receive these messages – not just smartphone owners!

The alert notification system is only one of the disaster planning and business continuity tools Agility Recovery service provides for clubs through the Premier Club Services subscription. Communication is at the heart of every business operation, especially at private clubs. Take the opportunity to provide your club with the invaluable tools Agility Recovery offers through Premier Club Services.

The Agility Recovery ReadySuite™ is now available as an added benefit at no additional cost to all Standard and Library subscribers to Premier Club Services who employ a CMAA member and are located in the continental US (excluding Alaska and Hawaii). For additional information, please visit the [PCS website](#).

Sales and Services

The 2011 Compensation and Benefits Report Is Now Available!

Does your club have the latest compensation and benefits statistics? The responses of hundreds of CMAA members throughout the country are at your fingertips in the *2011 Compensation and Benefits Report*.

This report was created in collaboration with Club Benchmarking and provides the information and analyses you need to make compensation and benefits decisions at your club. This unique annual report is the only report in the industry that analyzes compensation information for club management professionals and key club staff members.

You can rely on the CMAA *2011 Compensation and Benefits Report* to provide breadth and depth of data on all aspects of club industry salary, wage, benefit and health insurance characteristics along a variety of salaried and hourly positions, as well as health insurance programs for club employees.

Charts and graphs make the data clear and accessible. Extensive appendices offer a wealth of information to supplement the data. Members can purchase the report for \$135 (\$325 non-member price) [here](#).

In addition, the *2011 Finance and Operations Report* was released in July and is available for purchase at the address above. The report provides data on all aspects of operations, including income and expense figures for each department, initiation fees and dues, member services, new capacity investments, labor costs and golf operations.

CMAA's collaboration with Club Benchmarking has made available upgraded groundbreaking peer comparison service, offering 24/7 access to a powerful and dynamic benchmarking platform. This approach is differentiated from traditional survey methods and delivers tangible benefits to managers and their boards. The Club Benchmarking service is offered to CMAA members at a 20 percent discount and Premier Club Services subscribers at a 30 percent discount. For further information, please visit the [Club Benchmarking website](#).

Make sure that the next compensation or benefits decision you make is the right one.

