



**CLUB
MANAGERS
ASSOCIATION
OF AMERICA**

CMAA 2016-2020 STRATEGIC PLAN

February 21, 2016



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PROFESSIONAL DEVELOPMENT/ 2027 INITIATIVE/CLUB KNOWLEDGE:

Leverage current educational offerings with the need for new offerings and new delivery methods to best serve member and club educational needs to provide current and leading club management practices.

- a. Expand club competency development to ensure CMAA is the leader of emerging club competencies; make certain the CCM requirements continuously reflect leading/relevant club management competencies.
- b. Assess, develop and/or expand programs and resources in the areas of evolving club management competencies, to include: club governance, marketing, membership development, organizational behavior and development, staff retention, generational differences, data analytics, entrepreneurial leadership, technology, advanced accounting & finance and brand management.
- c. Provide potential/emerging club management professionals (i.e., new college graduates, management staff, chefs, golf/tennis/fitness professionals, etc.) a CMAA platform to assess their interest in broader club management.
- d. Evaluate the likelihood of offering BMI programs, when appropriate, via distance learning models, particularly in developing club markets.
- e. Develop in-person and online learning programs for club boards on best practices for governance, strategic planning and club oversight.

Vision



CMAA seeks to ensure the existence and growth of a thriving club industry led by CMAA educated professionals. The 2016-2020 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.



MEMBERSHIP and MARKETING:

Transform CMAA's membership structure and access to ensure the Association best serves the diversity of members and current classifications as well as member clubs and prospective members.

- a. Evaluate and develop different membership options to better serve CMAA membership and potential new members (trial, global, club package/bundle, management team, etc.).
- b. Leverage CMAA National and Chapter structures to best market, onboard and retain CMAA members.
- c. Develop and further enhance allied relationships where allied members interest in club management can enhance the club management profession and their corresponding club operations (examples include PGA, GCSAA, USPTA, etc.).
- d. Leverage CMAA to share the value of CMAA programs to non-members and other club-like facility management and operations professionals.

RESEARCH/CLUB KNOWLEDGE:

Ensure CMAA is rich with club management resources, best practices and comparable club knowledge to support the optimum practice of club management.

- a. Provide regular and ongoing research on relevant topical and operational research findings to CMAA members, boards and interested publics.
- b. Grow CMAA resources, research and knowledge to become the trusted source on club management.
- c. Develop an easily searchable online database of club management knowledge.
- d. Develop best practice resources on club governance and strategy.
- e. Leverage CMAA's magazine and other publications to include shareable, operational and strategic information on club operations, strategic management, oversight and governance.



ADVOCACY:

Leverage CMAA's resources to advocate on behalf of CMAA educated professionals and ensure CMAA supports its membership's interest on legislative and regulatory matters.

- a. Expand CMAA's legislative and regulatory advocacy focus on behalf of members through key partnering opportunities and through usable legislative impact information.
- b. Increase members understanding, interest and involvement in legislative- and advocacy- related activities.
- c. Continue to grow the value proposition of the CCM globally.
- d. Increase the awareness and value of CMAA and the CCM in the club boardroom.

CLUB MANAGEMENT:

Create richer and more meaningful experiences for club management professionals throughout their career continuum.

- a. Focus CMAA's value proposition, professional development and services across career span – early, mid, experienced – servicing each of these group's unique needs.
- b. Continue to focus CMAA resources on serving diversity of needs among type and size of club operations, leveraging common club types and common club offerings.
- c. Ensure academia is teaching best practice club operations through better understanding of club management through consideration of the following: expanded club research opportunities, targeted academia grants, leveraging the Club Foundation, and through other potential means.
- d. Continue to look for ways to encourage mentoring, internships and other opportunities as a pathway from student to club employee to club management.
- e. Create awareness, education and insight on generational differences and its effect on clubs to assist with employee and membership relations.



CMAA – THE ORGANIZATION:

Create a strong and healthy CMAA National operation that leverages technology, best association practices and excellent management to best serve the membership.

- a. Continue to evaluate, create or coordinate opportunities for the purpose of supporting our chapters.
- b. Develop an affiliations agreement for chapters to define minimal operations that ensure consistency and health among all chapters; seek ways to ensure members are uniformly served at the chapter level.
- c. Improve CMAA National's financial health with reduction of debt and healthy operational management and oversight, as well as transparency to the membership.
- d. Research, evaluate, purchase and implement a new Association Management System (AMS) that better serves the needs of CMAA at both National and Chapter levels.
- e. Maximize The Club Foundation's role, leveraging opportunities to grow the Foundation and its value to the membership as CMAA evolves.
- f. Research, evaluate, develop, implement and launch a new CMAA website.
- g. Re-evaluate CMAA's Corporate Alliance Program structure and offerings to advance CMAA's mission and propel the club management industry forward.
- h. Review and assess CMAA's ownership of 1733 King Street in terms of the optimum benefit for fulfilling CMAA's mission.