

ENGAGE. EMPOWER. CONNECT.

2022 ANNUAL REPORT



**CLUB
MANAGEMENT
ASSOCIATION
OF AMERICA**



ENGAGE. EMPOWER. CONNECT.

Our 2022 theme reflecting how the engagement and connections between CMAA Members are empowering each of them to strive for individual and professional success. Our Members reunited for in-person opportunities.

CMAA MISSION STATEMENT

The Club Management Association of America advances the profession of club management by fulfilling the educational and related needs of its members. Our vision is a thriving club industry led by CMAA-educated professionals.



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TABLE OF CONTENTS

Chairman's Message	4
President & CEO's Message.	6
Balance Sheet.	8
Statement of Revenue & Expenses	9
Other	10
Membership Profile & Engagement	11
General Membership Profile	12
Member Interest Groups	13
Student Membership and Development	14
Member Communications	15
Advocacy.	17
Club Resource Center (CRC)	19
ClubCareers	19
2022 Conferences, Events, and Summits.	20
Certification and Professional Development.	24
Partnership Network	25
Research Initiatives	27
2022 Board of Directors	29
Subsidiaries	30
The Club Foundation	30
Club Spa & Fitness Association	35



CHAIRMAN'S MESSAGE

2022 CHAIRMAN

Mitchell Platt, MCM, CCE

"We have an unknown distance yet to run, an unknown river to explore.

What falls there are, we know not; what rocks beset the channel, we know not;

What walls ride over the river, we know not. Ah, well! We may conjecture many things."

John Wesley Powell, Cosmos Club founder and explorer of the American West, famous for his 1869 geographic expedition, a three-month river trip down the Green and Colorado rivers, including the first official US government-sponsored passage through the Grand Canyon.

RECONNECTING AND GROWING

Over the past two years, I have thought a lot about Powell and his expedition down the canyon lands. I imagine the uncertainty faced and the unexpected challenges that arose. Leading our respective clubs through the pandemic has tested us in ways that we have never been tested before. Even as we are hopeful that we are getting to the other side of this, we are dealing with wage pressures, inflationary concerns, supply chain issues, and employment challenges related to many workers leaving the hospitality industry. While many of our clubs have survived, and in some cases thrived, during these turbulent times, there are still things we may encounter that we just don't have an answer for.

For me, that is where CMAA comes into play. The tenets on which our association is based; professionalism, education, and leadership, all mixed with networking and idea sharing, provide a community for all of us to turn to. As we move forward, we must engage, empower, and connect. Our focus should not only be our memberships at our respective clubs, but it must start with our employees and include the greater communities that we serve.

We are blessed that in 2022 we saw the return of many cherished and traditional activities for CMAA. We celebrated and gathered in person, we reconnected with friends and colleagues, and we grew as a community.



In some cases, we rediscovered how important our social interactions are to our success and development. We realized that even our casual interactions that may only occur once a year over a cup of coffee at the World Conference have meaning and purpose. New groups of colleagues formed relationships through the intimacy of Business Management Institutes and summits. These friendships often last a lifetime.

Of course, we also had to say goodbye to industry leaders and icons, but we were able to collectively celebrate their impact. We all lost something during the pandemic, but we also gained perspective and determination.

CMAA has made so much progress over the past year. It is the collective hard work of our volunteers, who continue to devote the time, energy, and passion for which we are known. Most importantly, it is the work of our dedicated team of professionals who work on our behalf. Our President and CEO, Jeff Morgan, FASAE, CAE, along with his senior team of Kim Pasquale, Jason Koenigsfeld, Chris Velo, and Jason Tate, provide us with exemplary association management. They lead a team of people who exemplify commitment to our industry. One of the highest benefits of board service is to get to see their work. It is inspiring.

It was a privilege and honor to serve as your 2022 CMAA Chairman.





PRESIDENT'S MESSAGE

PRESIDENT & CEO

Jeff Morgan, FASAE, CAE

ENGAGING, EMPOWERING, AND CONNECTING

Throughout the year, CMAA and our National Headquarters team have worked to engage, empower, and connect our members – to our resources and to each other. Inside this report, you will find the full operational details of our year. Here are a number of important highlights:

Membership – The lifeblood of any member organization is its members, and we are pleased that over the past year, we welcomed 1,000-plus members and now have more than 7,300 CMAA members. These numbers are both significant and record highs.

Student Development – Our team worked to increase the interest in clubs and more emphasis on this vital demographic will continue. Major strides were made on the development of a standardized club internship program to benefit student members and others interested in pursuing a career in club management is nearing completion and will be launched in 2023. Clubs will have the opportunity to offer a CMAA-verified club internship program. The member work group and all involved are expecting that this program will create better consistency among internship programs, create a framework for those who wish to develop sustainable programs, and create more retention for students interested in club careers.

Research – In October, the Universal Key Club Performance Indicators White Paper and Case Study were released, the culmination of a concerted effort, inclusive of a public industry comment period that began in March 2020. These resources detail the six Key Performance Indicators (KPIs) that encapsulate a high-level picture of financial health, including the major components of a club. Developed by a task force of industry experts and practitioners, the KPIs are intended to provide a tool to club managers and boards of directors, governors, or committees to begin a conversation on the effective operational strategies toward the overall financial health of a club.



Strategic Planning for the Wine Society and the Club Spa & Fitness Association – Our team focused on reviewing everything, including legal and growth challenges, and charting new paths forward. The plan for the Wine Society going forward is completed and being executed. The Annual Wine Auction benefiting The Club Foundation has been retired, but plans are in place to leverage auction packages to support the Wine Dinner at World Conference. The Club Spa & Fitness Association is now the Club Wellness Community, continuing to bring value to club wellness professionals and CMAA members alike.

DEI Alignment – We continued to create alignment across CMAA on Diversity, Equity, and Inclusion (DEI) efforts via the Diversity & Equity in Leadership Task Force and National Committees in 2022, according to the Board's directive. The Task Force completed its initial DEI work, and a proposed CMAA bylaw change looks to incorporate DEI efforts into the Strategic Planning Committee's responsibilities. In addition, a DEI Benchmarking tool was launched in October to help a club assess where it is on its own DEI journey. This three-year research project will also provide CMAA with some aggregate data to help us in our efforts to determine the next steps in supporting clubs.

Financial Stewardship – Like clubs, CMAA's costs rose for everything this past year, including goods and labor, but I am pleased to report we continue our eight-year streak of ending with a positive bottom line. I must add a big thanks to the CMAA National Headquarters team for being such great stewards of the association and having largely stayed intact through COVID. I am thankful for a seasoned group of professionals that is dedicated to the members and the positive growth of CMAA on your behalf.

As our current mortgage note nears its end in the fourth quarter 2023, including a significant balloon payment requirement, a decision was made to refinance immediately. With interest rates rising in 2022, the Board and staff acted quickly to complete the endorsement of a new loan to lock in more reasonable rates for the next decade.

Our work continues in 2023 with a number of member-driven projects including a new HR Summit; a capital funding white paper, a complementary resource to the Capital Improvements Summit; and expanded club industry communities!

BALANCE SHEET

Assets

Current Assets	2022
Cash & Cash Equivalents	5,746,453
Accounts Receivable	1,003,465
Pledges Receivable	202,225
Prepaid Expenses	781,508
Total Current Assets	7,733,651
Pledge Receivable non current	361,056
Investments in Marketable Securities	5,169,239
Other Assets	256,434
Property & Equipment	1,395,634
Total Assets	14,916,014

Liabilities and Net Assets

Accounts Payable	382,474
Accrued Expenses	1,154,951
Deferred Income	5,321,135
Mortgage Payable, Current Portion	80,045
Total Current Liabilities	6,938,605
Mortgage Payable, Long Term Portion	2,091,696
Other Liabilities	256,434
Net Assets	5,629,279
Total Liabilities and Net Assets	14,916,014

STATEMENT OF REVENUE & EXPENSES

Revenues

Member Dues	3,837,703
Meetings & Events	2,093,413
Professional Development	2,390,560
Business Development	2,041,352
The Club Foundation Contributions and other income	740,477
Investment Income <Loss>	<757,535>
Career Services and Other	529,377
Forgiveness of Paycheck Protection Program Loan	488,653
Advertising Income and Other	98,876
Wine Society	120,610
Total Revenues	11,583,486

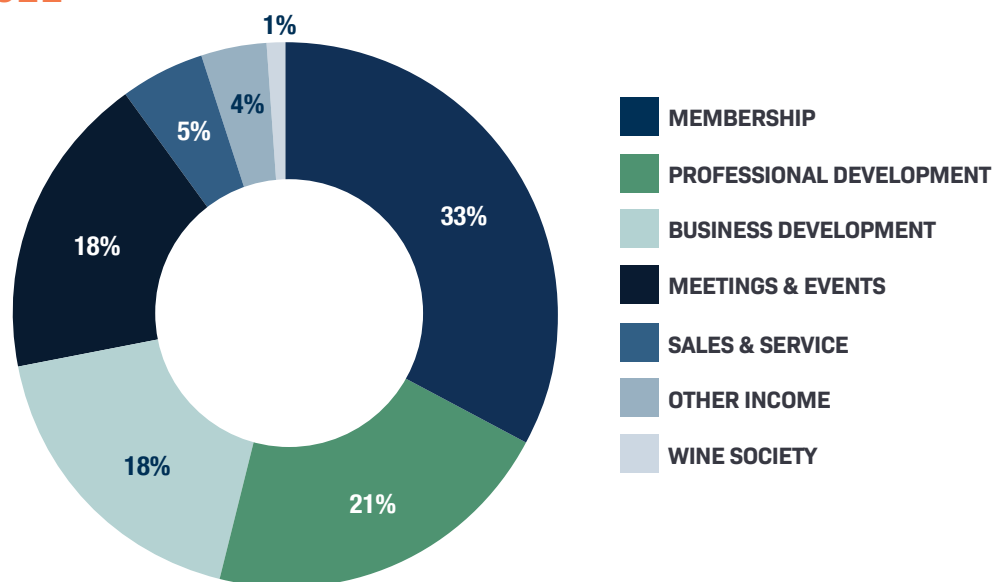
Expenses

Meetings & Events	2,642,761
Professional Development	2,131,167
General Admin & Board Comm	2,793,084
Business Development	1,502,691
The Club Foundation	506,600
Member Services	1,397,326
Wine Society	224,599
Other Expenses	221,563
Total Expenses	11,419,791
Change in Temporarily Restricted Net Assets	<125,435>
Changes in Net Assets	38,260
Net Assets beginning of year	5,591,019
Net Assets end of year	5,629,279

OTHER

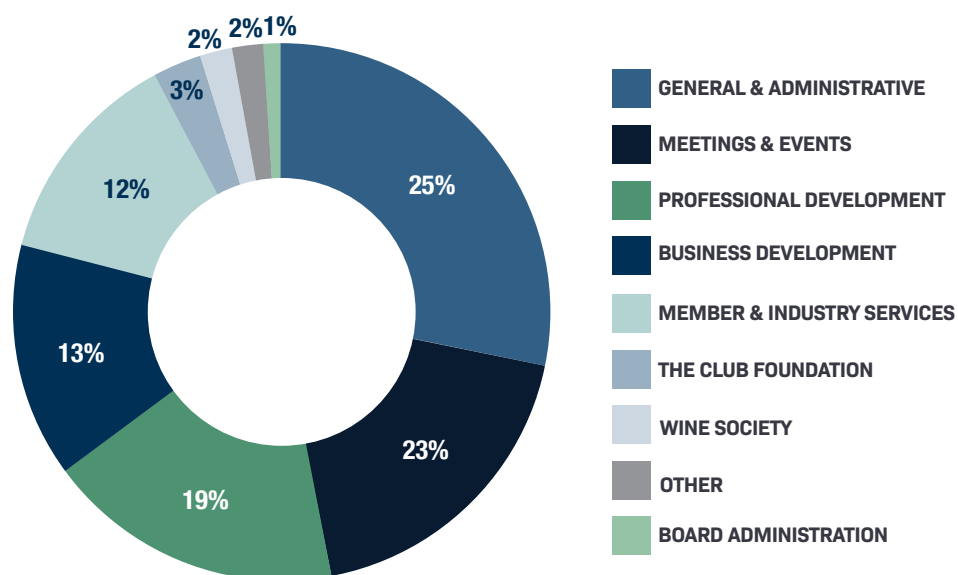
CMAA Consolidated Operating Revenue by Source

FISCAL YEAR 2022



CMAA Consolidated Operating Expenses by Activity

FISCAL YEAR 2022



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MEMBERSHIP PROFILE & ENGAGEMENT

2022: A Record-Breaking Year for Membership Growth!

2022 Members

The new online joining process that launched on September 1, 2021, has been in place for over a year now and has proved to be a major success. CMAA welcomed a record-breaking number of new members in 2022.

In an effort to engage all of our new members with CMAA in innovative and different ways, we commenced a New Member Meet & Greet in August 2022. All new members who joined in 2022 were invited to participate in a Zoom webinar, hosted by CMAA Chairman Mitchell Platt, MCM, CCE, along with various CMAA staff members. CMAA staff members briefly introduced themselves to attendees and shared their responsibilities within the Association so new members could begin to make connections at CMAA Headquarters. The second part of the webinar placed attendees into breakout rooms where they could mix and mingle with other new members and ask questions in a smaller setting.

These New Member Meet & Greets have been very successful and will be held quarterly moving forward. We look forward to connecting with all new members of CMAA!

New CMAA Professional Members

Month	2020	2021	2022
January	85	45	91
February	67	85	93
March	59	70	87
April	38	73	128
May	36	42	56
June	27	62	65
July	27	61	78
August	22	48	82
September	57	130	100
October	67	110	134
November	76	105	84
December	44	93	77
Total	605	924	1075



General Member Profile

Chapter Profile

40

CMAA Chapters

39

CMAA Student
Chapters and Colonies

558

Chapter Officers,
Directors, and Chairmen

33

Chapter Managing
Directors

50

Chapter Idea Fair
Entries

7,350

Number of Members

1,075

New Professional/
Alumnus Members

707

New Student Members

2022 LONGEVITY

Many years ago, the CMAA Board of Directors established an annual Longevity Program to show its appreciation for the ongoing commitment of the men and women who have been members of the Association for 10, 20, 30, 40, 50 or 60 years. Applicable members are presented with a custom-designed pin acknowledging their years of continued support. It is with great pride that we recognize the following outstanding individuals who reached these membership milestones in 2022. Together, these individuals have a combined total of **5,390** CMAA membership years — an unbelievable commitment!

NOTABLE MEMBERSHIP MILESTONES:

CELEBRATED

50 YEARS

John C. Bladt, CCM

Jean-Pierre L. Trebot



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Member Interest Groups

CMAA's member interest groups offer both in-person and online connection opportunities. CMAA Connect, a private online networking community, continues to provide thousands of CMAA members with a more enriching membership experience.

BEST PRACTICES EXCHANGE

This community has continued to grow in 2022! With more than 2,800 discussions (a 47 percent increase from last year!) and 536 members, the Best Practice Exchange community on CMAA Connect has daily discussions and continues to be the go-to place for members to ask questions and engage with other industry professionals on topics ranging from important initiatives and strategies to day-to-day operations. This widely sourced, active community has become the go to resource for all things club management.



WOMEN IN CLUB MANAGEMENT

The community has been very active on CMAA Connect and Zoom. Since April of 2020,

monthly Zoom coaching calls have been held by Shelley MacDougall, Christina Krueger, and CMAA members. Four webinars were held throughout 2022 (including one at the World Conference in San Diego, CA); each were member led. These member-led webinars enabled facilitators to choose the topic of conversation and share their expertise and keep conversation going with the group. In addition, monthly community calls continued – these popular calls always leave female members feeling connected and supported. Further, members have started using the discussion board on CMAA Connect more this year, which provides them another outlet to engage with this community.



WINE SOCIETY

In 2022, the Wine Society was comprised of 343 members. The Wine Society raised more than \$76,000 through its Silent and Live Auctions held in conjunction

with The Club Foundation, with a portion of funds benefiting The Club Foundation. The Wine Society hosted more than 10 webinars for the membership and Wine Society Chapter representatives, where some had wines provided to the members at no additional cost for a full tasting and education experience. Feedback on these tasting webinars has been nothing but positive, as members are loving this added membership benefit.

Student Membership and Development

Membership: New Student members have increased by **16 percent from 2021**; **total student membership sat at 1,275 active members for 2022!**

New Member Orientation Program: New student member orientation calls were held quarterly. During these calls, new student members were briefed on the benefits of their CMAA Student Membership.

Student Awards Programming: CMAA introduced a new student award program for 2022, the **Student Shark Tank Competition**. This program had three rounds of competition, ending with the final round held live at the World Conference and Club Business Expo in San Diego, CA. Ten students participated in this inaugural program, and Shark Tank will return for 2023. CMAA continued its current student award programs in membership recruitment as well as the Student Chapter of the Year.

Enhanced Recruitment Resources: All student chapters were armed with a swag box full of CMAA branded pens, notebooks, and stickers to use for their chapter's recruitment efforts. They also received a branded tablecloth with their student chapter's name on it to use at any school event to promote CMAA.

Strengthening the Bonds: Efforts continued to strengthen the bond between Faculty Advisors, Student Chapter Presidents, and Liaison Managers to ensure student chapters are being supported. Liaison Managers were invited to the monthly faculty calls so they could hear directly from these faculty stakeholders and establish stronger relationships.

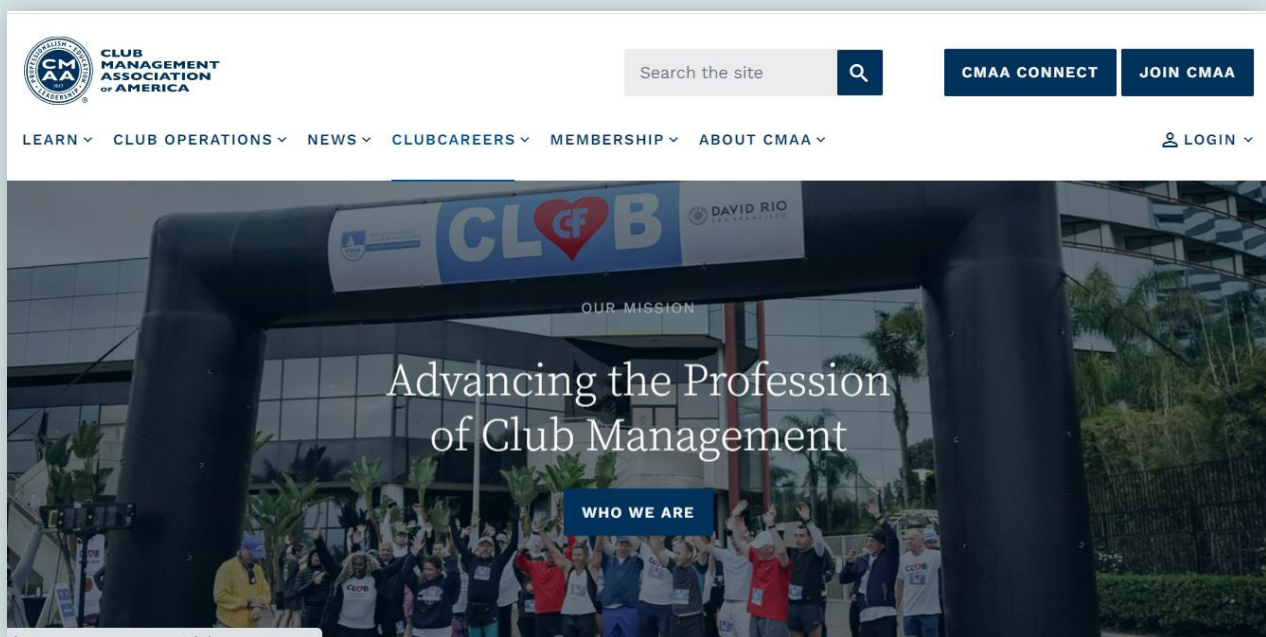
Developing a CMAA Verified Club Internship Program: Along with the work of a dedicated CMAA member-driven taskforce, CMAA has developed a Verified Club Internship Program to elevate and streamline club internship offerings. Because clubs differ widely in their membership size, culture, and offerings, it may be difficult for students to know exactly what they can expect from their internship experience. This verified internship criteria will help manage the expectations of students, faculty, and managers, and holistically showcases what a career in the club industry looks like. The program will officially launch in early 2023.



Member Communications

A NEW CMAA.ORG

CMAA achieved a long-held goal to modernize its website. After a great deal of work, CMAA staff, with additional input from committees and individuals, launched the new site in January. The new site is now mobile-friendly, easier to navigate, and greatly streamlined. As a result, content is much easier to find. The feedback has been very positive. We continue to build on our momentum and are looking forward to new additions over the next year. In its first month, the new website netted **100,000 website page views**.



This year, CMAA relaunched its official magazine, *Club Management*. Harnessing the talents of new editorial, design, advertising sales, and production, the magazine has a new look and feel with expanded relevant feature articles, regular columns, and more. With a goal to educate and inspire club management professionals to perform at the highest level, content features the latest industry trends as well as career perspective. In addition to the print edition that members receive in the mail, *Club Management* has a new digital presence with easier to access and mobile friendly online content. Digital readership is up, with **8,599 average digital reads**.





ADVOCACY

Taking Action on Issues of Importance to the Club Industry

- Opposed the revision to the Waters of the US definition as proposed by the Environmental Protection Agency and the US Department of the Army. These comments were collaboratively submitted by the Golf Course Superintendents Association of America, the American Society of Golf Course Architects, the Golf Course Builders Association of America, the National Club Association, the National Golf Course Owners Association, the PGA of America, and CMAA. In the written comments, the golf industry voiced opposition to the proposed rule, citing its impact on property owners by returning “permitting decisions to an unpredictable case-by-case determination of jurisdiction by the Agencies, thereby subjecting golf course professionals to considerable confusion about what features on their lands may be jurisdictional.” Additionally, CMAA participated in additional technical comments as a member of the Waters Advocacy Coalition. (February 2022)
- Held annually in May, National Golf Day brings industry professionals to Capitol Hill to share the industry’s contributions and advocate for the legislative and regulatory issues impacting the industry. National Golf Day serves as the pinnacle advocacy event of the year for the American Golf Industry Coalition, formerly known as We Are Golf. The Coalition celebrated its 14th annual event on Wednesday, May 11, 2022. For the second consecutive year, the event was presented virtually, enabling the event to hit a new milestone. With **more than 200 participants conducting more than 250 virtual meetings with members of Congress, every state in the US was represented for the first time in the event’s history.** Volunteer advocates from CMAA’s Advocacy Committee, Chapter Legislative Chairmen, and other interested members joined professionals from across the golf industry to educate Congress and their staff members on critical issues including workforce and labor, environment, and health and wellness.
- Collaborated with the National Club Association to provide official comments and detail our industry’s concerns on the proposed changes to redefine a worker’s status as an employee or independent contractor under the Department of Labor’s Fair Labor Standards Act. (December 2022)
- Worked with the H-2B Workforce Coalition to advocate for relief for short-term supply issues and collaborate to find solutions for permanent cap relief. This program is vital to the success of many seasonal operations in the club industry. (Ongoing)

- Engaged CMAA members through the Advocacy Committee, quick polls, and solicitations to gauge impacts of proposed legislative and regulations.
- Rebuilt CMAA's Advocacy website (cmaa.org/membership/advocacy) to provide easy to understand information on priority issues and enhanced our key state legislation tracking capabilities through our action portal, clubindustryvotes.org.
- Presented multiple education sessions including at the 2022 World Conference and Club Business Expo and at the Business Management Institute – Club Management programs on the latest issues and incorporated more legislative and regulatory news in the *Let's Talk Club Management* podcast.





ClubResourceCenter
Changing the way the club industry trains.

208

Active Clubs

12,692

Total User Sign-ins

16,064

**Training Courses
Accessed**

162

**Number of Courses
Available**



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ClubCareers

2022 continued the previous year's trend with job listings increasing across all job boards. **More than 670** available positions in the club industry were advertised on CMAA's ClubCareers site. The Managerial Openings List continued to identify opportunities at some of the most prestigious clubs. The Internship Listing returned to pre-pandemic levels to again offer our students club experience and hands-on training. The Mid-Management Career Opportunities List experienced a constant uptick as members shared these mid-level jobs, which remain difficult to fill.

Erin Kennedy, with Professional Résumé Services, continues to provide the best current and successful résumés. Multiple writers and editors worked with members to create résumés and LinkedIn profiles that will get them noticed. CMAA negotiated a reduced rate for this important member benefit.

As members continued to embrace work-live balance, CMAA's executive coaches provided positive support for members at all stages of their career. Kevin MacDonald and Shelley MacDougall were available for one-on-one calls as well as using Zoom meetings, club functions, and at the 2022 World Conference and Club Business Expo in San Diego, CA.



Conference and Expo By the Numbers

383

First-Time Attendees

70

Education
Sessions Offered

21.5

Available
Education Credits

214

Exhibiting Companies

58

New Exhibitors

2022 EVENTS, CONFERENCES, AND SUMMITS



WORLD CONFERENCE
& CLUB BUSINESS EXPO

FEBRUARY 19-23 • SANDIEGO, CA

WORLD CONFERENCE AND CLUB BUSINESS EXPO

FEBRUARY 19-23, SAN DIEGO, CA

CMAA members, attendees, speakers, and the National Staff were reunited in person for the first time since 2020 for the 2022 World Conference and Club Business Expo. Attendees gathered in San Diego, CA, at the San Diego Convention Center. CMAA's World Conference offered club management professionals an unparalleled educational experience. From access to stellar business and industry experts, networking opportunities in interactive forums, and the latest innovations at the Club Business Expo, the event continues to pave the way for the continued advancement of the club industry.

More than **200 entries in 18 categories** were entered in the 2022 Idea Fair. For the first time, entries were submitted electronically and CMAA printed the idea boards for all participants. The printing and shipping responsibilities no longer fall on CMAA members which makes it much easier (and FREE!) to participate. The new entry process was such a huge success that it will remain the same moving forward.



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LEADERSHIP/LEGISLATIVE CONFERENCE

SEPTEMBER 12-14, WASHINGTON, DC

More than 150 CMAA leaders participated in this three-day, in-person event. All programming was designed for members to engage, empower, and connect with aspiring, current, and sustaining club industry leaders. Attendees engaged in interactive programs, workshops, and breakout sessions. Highlights included leadership- and legislative-focused sessions; the Chapter best practices panel; an industry trends panel discussion; and legal and tax updates. Approximately 50 ideas were shared through the Chapter Idea Fair in eight operational categories. Participants enjoyed connecting with old friends, celebrating Chapter successes at the Awards Lunch, and making new memories during the Networking Event at Nationals Park.



BUSINESS MANAGEMENT INSTITUTE – INTERNATIONAL

OCTOBER 6-11, EDINBURGH, SCOTLAND

The event, a collaboration with the Club Management Association of Europe (CMAE), brought together 100 club management professionals from major US golf, country, city, and dining clubs to attend the five-day program. Educational programming and networking opportunities included a combination of keynote presentations, interactive sessions, round-table debate, as well as including a fantastic social calendar in and around historical Edinburgh. BMI International takes place at various places across the world bi-annually. This event had been postponed during COVID-19.



MID-MANAGEMENT CONFERENCE

OCTOBER 24-25, VIRTUAL

Offered in the fall, the Mid-Management Conference provides quality educational and networking opportunities for club management professionals who do not serve in the general manager/chief operating officer role. Education is focused on developing new skills, broadening horizons, and advancing career and certification goals. The 2022 event took place virtually – allowing mid-management professionals who could not get away from their clubs to attend from anywhere with a computer and internet access. Sessions focused on personal leadership, club trends, and career advancement.

Summits



MEMBERSHIP & MARKETING SUMMIT

JANUARY 19, VIRTUAL

Attendees started the year with education focused on their most pressing membership and marketing issues. The sold-out virtual Membership and Marketing Summit featured three sessions designed to help boost a club's membership and marketing efforts, focusing on member recognition and personalization; marketing and employee recruitment; and reputation and brand management.



COMMUNICATIONS SUMMIT

AUGUST 22-24, NEW YORK, NY

The sold-out Communications Summit featured a streamlined format designed for professionals who directly manage or oversee the communications and marketing efforts at the club, or simply are looking to learn more about this very important and constantly changing aspect of club operations. Attendees were hosted at The University Club and the Yale Club, while learning more effective strategies and tactics to communicate with club members and the greater club community. Sessions featured crisis management and digital experience as well as hands-on opportunities to share and learn from fellow communications practitioners and industry experts.



CHEF SUMMIT

SEPTEMBER 25-27, CHICAGO, IL

The Chef Summit was created specifically for club chefs to advance and develop their club leadership, finance, and governance acumen. The sold-out crowd experienced tailored education and explored the clubs around the Windy City including the Union League Club of Chicago, Lakeshore Country Club, and Northmoor Country Club. This event is presented in partnership with ClubProcure, a CMAA Education Partner. Club chefs from all over the country learned, networked, and tasted together in the city famed as the food and drink capital of the world!



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Club Leadership Summit

November 30, 2022



Beach Point Club • Mamaroneck, NY

CLUB LEADERSHIP SUMMITS

SEPTEMBER 7, VIRTUAL, AND NOVEMBER 30, MAMARONECK, NY

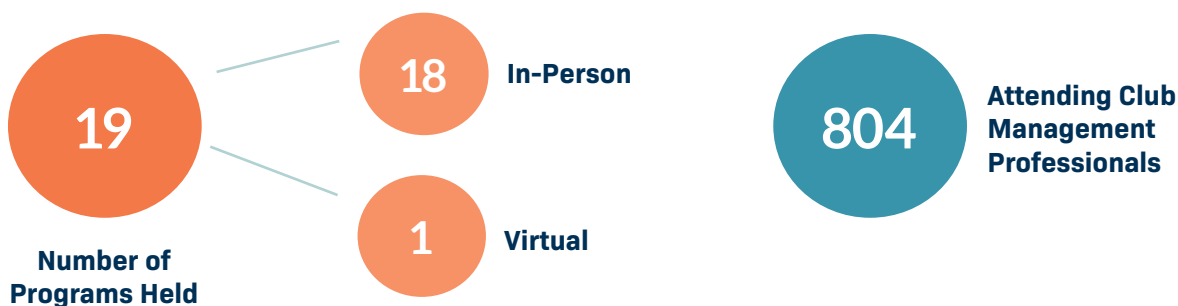
These popular summits brought together club management professionals and their elected club leader(s) for cooperative education and engagement on best practices and trends in club and board governance. These elected leaders were prepped for success with focused information on relevant strategic topics including organizational health, board operations, data-driven decision-making, finance, and club trends.



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CERTIFICATION AND PROFESSIONAL DEVELOPMENT

Business Management Institutes



Certification



WEBINARS

CMAA's webinars offer timely and relevant information, easily accessible live and archived in CMAA University

20

Webinars Presented

1,200+

Number of
Association Activity
Credits Awarded

PARTNERSHIP NETWORK

The **CMAA Partnership Network** provides opportunities to companies looking for deeper engagement with the Association. Through the sharing of knowledge, resources, expertise, and common goals for the future of the industry, these partnerships play a key role in fulfilling CMAA's mission.



RENEWED IN 2022

KOPPLIN KUEBLER & WALLACE

John Deere Golf

Entegra Procurement Services

E-Z-GO



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Thank you to our 2022 CMAA Corporate Partners!

CMAA Strategic Partners



CMAA Business Partners



CMAA Education Partners



NEW SPONSORSHIP

In late 2022, CMAA added a World Conference sponsorship opportunity. CMAA will be partnering with PepsiCo during the 2023 World Conference and Club Business Expo to showcase how PepsiCo thrives in sustainability space and how their programs can benefit our CMAA members.



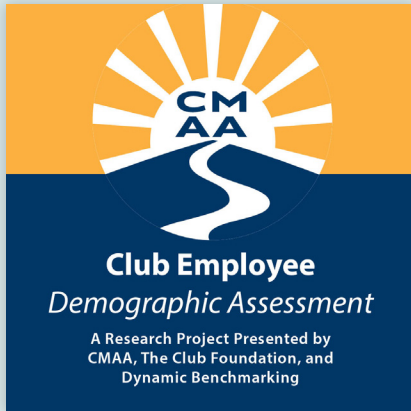
RESEARCH INITIATIVES

Creating a Standard for the Industry with the Universal Key Club Performance Indicators

Released in October 2022, this White Paper details the six Key Performance Indicators (KPIs) that encapsulate a high-level picture of financial health, including the major components of a club. The release of this industry resource is the culmination of a concerted effort, inclusive of a public industry comment period, that began in March 2020 to create metrics that would become a common language between club managers, boards, and industry consultants. These KPIs were developed by a task force of industry experts and practitioners and are intended to provide a tool to club managers and boards of directors, governors, or committees to begin a conversation on the effective operational strategies toward the overall financial health of a club. These KPIs can be used together to provide insightful information in concert with other quantitative and qualitative information available to club stakeholders.

From examining financial performance over a period of time to monitoring the retention and attrition of a club's member base, each KPI serves as an important indicator of the approach a club should take to sustain the expected standard of service and member experience.

The Whitepaper is available to the entire club industry along with the *Let's Talk Club Management* podcast, and CMAA members have exclusive access to the detailed Case Study.



LAUNCHING A THREE-YEAR INITIATIVE, THE CLUB EMPLOYEE DEMOGRAPHIC ASSESSMENT

First launched in October 2022, the Club Employee Demographic Assessment, presented by CMAA and The Club Foundation, will allow clubs to assess the composition of their workforce. This data collection will provide a baseline and snapshot of the demographics of the club industry workforce. The three-year project will allow clubs to benchmark their changing demographics over time and gain insight into their team's diversity to assist in formulating their own DEI strategy and tactics.

Club participation will provide data to help CMAA build education and resources to help clubs recruit and retain diverse talent, making it attractive for everyone to choose to work in clubs.

Best Practices Exchange Community

- Available through CMAA Connect
- Number of Total Discussions: 2,800+
- Total Members Participating: 543

2022 Finance and Operations Report

- Offered Data Mapping Service
- Included infographics by operating revenue for all CMAA Members
- Included a Report Card feature, showing clubs how they compare to the industry

2022 Compensation and Benefits Report

- More than 660 clubs responded
- Second report released since the pandemic in 2020

Other Projects

Collaborated with GGA Partners, a CMAA Business Partner, to produce *A Club Leader's Perspective: Emerging Trends and Challenges for 2022*



2022 Board of Directors

(Pictured Left to Right, Top Row)

William Shonk, CCM, CCE
Princess Anne Country Club
Virginia Beach, VA

Michael Wheeler, MCM, CCE
Cherokee Town & Country Club
Atlanta, GA

Janine Budzius, CCM, CCE
Philadelphia Country Club
Gladwyne, PA

Joseph Krenn, CCM, CCE
Farmington Country Club
Charlottesville, VA

Jack Slaughter, CCM, CCE
Carolina Country Club
Raleigh, NC

John P. Dorman, CCM
The University Club
New York, NY

Casey Newman, CCM
Lakeside Country Club
Houston, TX

Richard L. LaRocca, CCM, CCE
Beechmont Country Club
Cleveland, OH

Eric Dietz, CCM, CCE, PGA
The Tree Farm
Batesburg, SC

(Pictured Left to Right, Bottom Row)

CMAA President & CEO
Jeff Morgan, FASAE, CAE
Alexandria, VA

Secretary-Treasurer
Joe Mendez, CCM, CCE
Riverton Country Club
Cinnaminson, NJ

Chairman
Mitchell S. Platt, MCM, CCE
Cosmos Club
Washington, DC

Vice Chairman
Michael D. Seabrook, CCM, CCE
Belle Meade Country Club
Nashville, TN

Immediate Past Chairman
Brian Kroh, CCM
John's Island Club
Vero Beach, FL



**CLUB
MANAGEMENT
ASSOCIATION
OF AMERICA**

SUBSIDIARIES

The Club Foundation

THE MISSION OF THE CLUB FOUNDATION IS TO FINANCIALLY SUPPORT THE CLUB MANAGEMENT PROFESSION THROUGH EDUCATION, RESEARCH, AND OUTREACH INITIATIVES.

Each year, The Club Foundation raises the funds needed to give directly to club professionals, emerging leaders, students, faculty, Chapters, and the industry – primarily supporting professional development for CMAA members, thereby funding the career life cycle of managers across the country. Donations to The Club Foundation fuel the future of our industry!

The Club Foundation met or exceeded all fundraising goals in 2022. Total contribution revenue was **\$548,556**, an increase of 11.57 percent over the prior fiscal year. Awards and grants given during 2022 represent a 58.36 percent increase over 2021.

Because of the generosity of so many donors, The Club Foundation was able to provide the following funding to club professionals, emerging leaders, students, faculty, Chapters, and our industry. It is our distinct pleasure to fulfill our mission and each year, we have the privilege of hearing exclamations of joy and triumph as we notify applicants that they have been granted a scholarship:



CF By the Numbers

NUMBER OF SCHOLARSHIPS AWARDED IN 2022:

- 4: James B. Singerling Scholarship
- 8: Willmoore H. Kendall Scholarship
- 6: Sally Burns Rambo Scholarship
- 2: LaRocca Family Executive Scholarship
- 12: Joe Perdue Scholarship
- 8: Student Chapter Grants

CHAPTER EDUCATION GRANTS:

- 12: New Member Recruitment Awards
- 9: Chapter of the Year Awards
- 6: Bucky Awards

OUTREACH INITIATIVE:

- \$20,000:** Tee It Up For The Troops
- \$10,000:** Good Tidings Foundation
- \$10,000:** Florida Chapter Hurricane Relief Fund
- \$21,000:** CMAA DEI Benchmarking Research Initiative
- \$50,000:** Student Development Initiative through the Chairman's Fund

PERCENT OF CMAA AND CF BOARD OF DIRECTORS WHO DONATED TO CF IN 2022:

- 100% CF Board of Governors
- 100% CMAA Board of Directors



“The education I gained through my scholarship helped me to be better today than I was yesterday.”

Sally Burns Rambo Scholarship recipient Carolyn Ruffner, CCM, SHRM-CP, Cosmos Club, Washington, DC

THE CLUB FOUNDATION FY2022 CONTRIBUTORS

Diamond Donors

\$50,000+

Club Management Association of America

Ruby Donors

\$10,000-49,999

CMAA Wine Society
Florida Chapter
Frederick Fung
New Jersey Chapter
Robert Sereci, CCM
Texas Lone Star Chapter

Emerald Donors

\$2,500-9,999

Albert B. Antonez, CCM, CCE
Mark A. Bado, MCM, CCE
Ballast Point Brewery
C.J. “Joe” Bendy, Jr., CCM, CCE
Michael Bradfield, CCM, CCE, CAM
Carolinas Chapter / Carolinas Club Foundation
Century Country Club
David Rio Coffee & Tea
Cheikhou T. Diagne
Ryan Doerr
Donald P. Emery, CCM, CCE
Patrick King, CCM, CCE
Brian R. Kroh, CCM
Philip McGuirk
Metropolitan Chapter
Timothy P. Minahan, CCM, CCE
Jeffrey D. Morgan, FASAE, CAE
Pelican Chapter
Pittsburgh Chapter
Edward J. Ronan, CCM, CCE
Jack S. Slaughter, CCM, CCE
Strategic Club Solutions
Wisconsin Badger Chapter

Sapphire Donors

\$1,000-2,499

Heather Apgar
Lawrence J. Avery, CCM, CCE
Chad Becker, CCM
James H. Brewer, MCM
Janine M. Budzius, CCM, CCE
Kevin E. Carroll, CCM, CCE
Stephen L. Casey, Jr., CCM
C.W. Cook, Jr., MCM, CCE
Robert J. Crifasi, CCM, CCE, CPA
Anthony D’Errico, CCM, CCE
Eric J. Dietz, CCM, CCE, PGA
Damon J. DiOrio, CCM, CCE
Evergreen Chapter
Steven Freund
LuAnn G. Giovannelli, CCM, CAM
Carl Granberg, CCM, CCE
Ryan Kenny, CCM, CCE
William E. Langley, CCM, CCE
Nicholas J. LaRocca
Richard L. LaRocca, CCM, CCE
Todd D. Marsh, CCM, CCE
Carmen Mauceri, CCM
Michael McCarthy
miha bodytec USA
Mark P. Miller, CCM
Donald L. Misch, II, CCM
Timothy E. Muessele, CCM, CCE
NBC Sports Next
Casey Newman, CCM
Ohio Valley Chapter
Donna Marie Otis, CCM, CCE
Debbie Pagerie
Mitchell S. Platt, MCM, CCE
Randy Ruder, CCM, CCE
Saucon Valley Country Club
Susan Schenkel, CCM, CCE
Michael D. Seabrook, CCM, CCE
William S. Shonk, CCM, CCE
Desi Speh



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“The Club Foundation is here to make us better, to help us with research, and to help us with the future of our industry.”

*Donor and Board Member
Cheikhou “TJ” Diagne,
The Springhaven Club,
Swarthmore, PA*

Upper Midwest Chapter
Walter H. Magruder, Jr. Family
Charitable Fund
Burton Ward, CCM, CCE
Kimberly Clark Warren, CCM
Michael S. Wheeler, MCM, CCE
Cindy A. Williams, CCM
Gregory P. Wolf, CCM, CCE

Chairman’s Fund Donors

**COMMITTED TO CONTRIBUTING
\$10,000 OR MORE OVER FIVE YEARS
TO SUPPORT CMAA’S STUDENT
DEVELOPMENT INITIATIVES**

Albert B. Antonez, CCM, CCE
Richard T. Avery & Lawrence “Skip”
Avery, CCM, CCE
Mark A. Bado, MCM, CCE
Rick Bayliss, Jr., CCM, CCE
C.J. “Joe” Bendy, Jr., CCM, CCE
Michael Bradfield, CCM, CCE, CAM
Carolinas Chapter
Carolinas Club Foundation
Lisa and Kevin Carroll, CCM, CCE
Stephen L. Casey, Jr., CCM
C.W. Cook, Jr., MCM, CCE
Robert J. Crifasi, CCM, CCE, CPA
Anthony D’Errico, CCM, CCE
Cheikhou T. Diagne
Eric J. Dietz, CCM, CCE, PGA
Damon J. DiOrio, CCM, CCE
Ryan Doerr
Donald P. Emery, CCM, CCE
Florida Chapter
Steven Freund
Frederick Fung
LuAnn G. Giovannelli, CCM, CAM
Carl Granberg, CCM, CCE
Patrick King, CCM, CCE
Brian R. Kroh, CCM
William E. Langley, CCM, CCE

Nicholas J. LaRocca
Joel Livingood, CCM
Todd D. Marsh, CCM, CCE
Carmen Mauceri, CCM
Michael McCarthy
Metropolitan Chapter
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Donald L. Misch, II, CCM
Jeffrey D. Morgan, FASAE, CAE
Timothy E. Muesle, CCM, CCE
Casey Newman, CCM
Ohio Valley Chapter
Pittsburgh Chapter
Mitchell S. Platt, MCM, CCE
Edward J. Ronan, CCM, CCE
Randy Ruder, CCM, CCE
John Schultz, CCM, CCE
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William S. Shonk, CCM, CCE
Jack S. Slaughter, CCM, CCE
Desi Speh
Texas Lone Star Chapter
Burton Ward, CCM, CCE
Kimberly Clark Warren, CCM
Michael S. Wheeler, MCM, CCE
Cindy A. Williams, CCM
Gregory P. Wolf, CCM, CCE

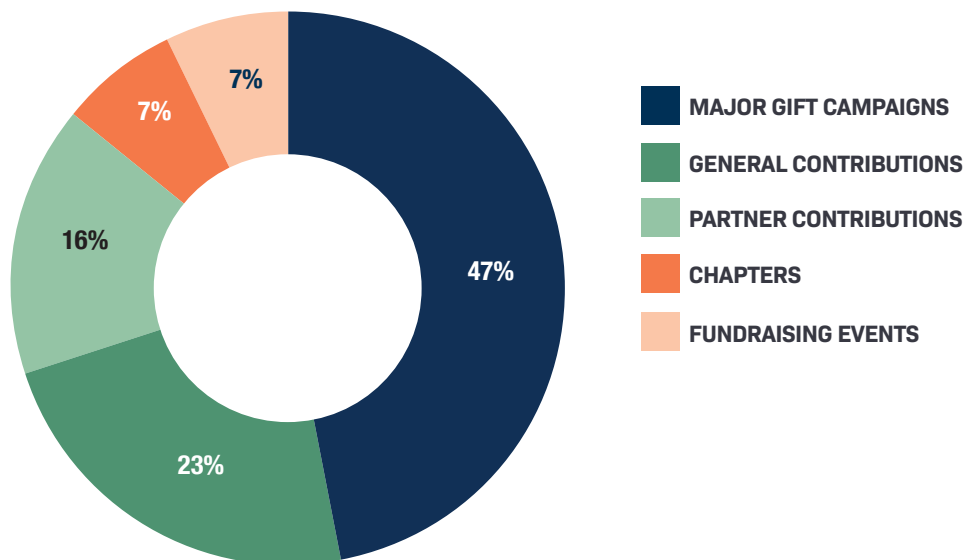
**FOR A COMPLETE LIST OF
CONTRIBUTORS,
PLEASE VISIT
[THE CLUB FOUNDATION WEBSITE!](http://www.clubfoundation.org/donors)**

www.clubfoundation.org/donors

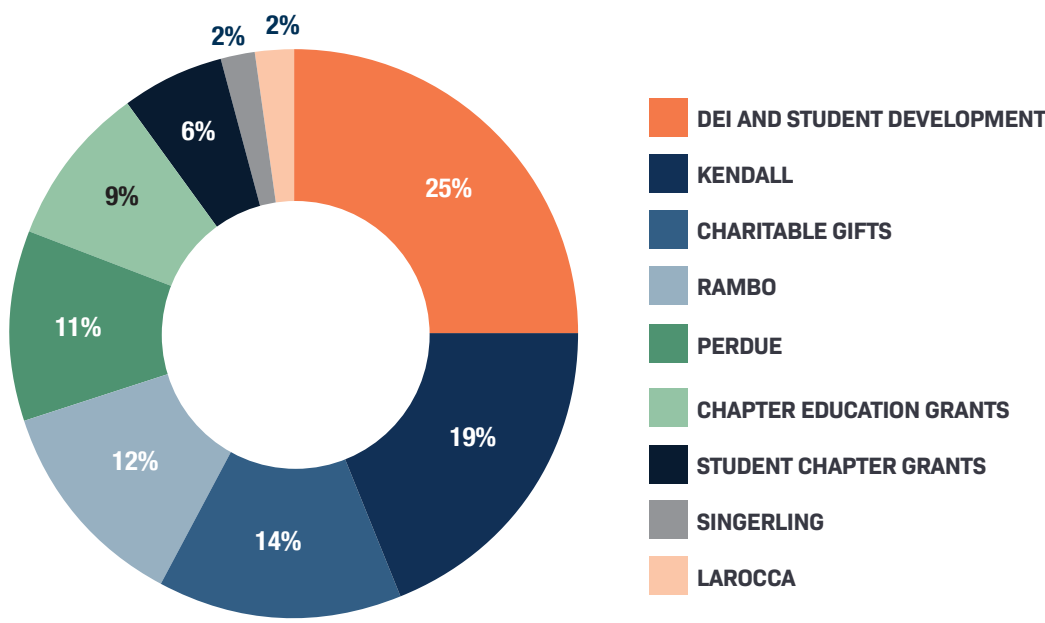


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CONTRIBUTED REVENUE BY PERCENTAGE AND CATEGORY



SCHOLARSHIPS AND GRANTS GIVEN BY PERCENTAGE AND CATEGORY





The Club Foundation Board of Governors

Pictured Left to Right

Joe Mendez, CCM, CCE
Riverton Country Club
Cinnaminson, NJ

Jeff Morgan, FASAE, CAE
President & CEO, CMAA

Fred Palmer, Jr.
Club Car

Randy Ruder, CCM, CCE
Beach Point Club
Mamaroneck, NY

Secretary
Timothy P. Minahan, CCM, CCE
Country Club of Fairfield
Fairfield, CT

Brian Kroh, CCM
John's Island Club
Vero Beach, FL

Vice-Chairman
LuAnn Giovannelli, CCM, CAM
Bay Colony Community Association
Naples, FL

Cheikhou Diagne
The Springhaven Club
Swarthmore, PA

Chairman
Nicholas J. LaRocca
Muirfield Village Golf Club
Dublin, OH

Elisha Cicerone, CCM
Charlotte City Club
Charlotte, NC

Joe Oswald
Jonas Software

Michael D. Seabrook, CCM, CCE
Belle Meade Country Club
Nashville, TN

John Collins
Textron Golf

Mitchell Platt, MCM, CCE
Cosmos Club
Washington, DC

Treasurer
Todd Marsh, CCM, CCE
Conway Farms Golf Club
Lake Forest, IL

Not Pictured

Terra S.H. Waldron, CCM, CCE
Desert Mountain HOA
Scottsdale, AZ



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CLUB SPA & FITNESS ASSOCIATION

The Club Spa & Fitness Association (CSFA) is a subsidiary association of CMAA and is the sole national association for private club wellness professionals. CSFA provides education, professional development, research, and community for its members and aims to set best practices for wellness professionals in the private club sector.

Over the last year, CMAA and CSFA's leadership engaged in a series of strategic planning efforts, culminating in a meeting in September during CSFA's annual conference. Through assessing the results of the strategic planning survey, deployed in December 2021, as well as rich discussion at the meeting, the CSFA Board of Directors voted to dissolve the association and transition to a CMAA member and subscriber community named the Club Wellness Community. This vote passed unanimously, and subsequently passed unanimously among the CMAA Board. (November 2022)

Below are highlights from the past year, which will serve as an excellent foundation for the Club Wellness Community.



CSFA By the Numbers

195

MEMBERS

CORPORATE PARTNERS:

13 (1 Platinum Partner;
2 Gold Partners; 10 Silver Partners)

SECURED 3 NEW PARTNERS:

Spa Space (January 2022)
AM Design Group (July 2022)
Terrace Finance (October 2022)

BOARD OF DIRECTORS:

8 Directors, representing **7** states

EDUCATION & PROFESSIONAL DEVELOPMENT

- Provided 154 education webinars on variety of topics within club wellness
- Offered Budget Bootcamp webinar series, a three-session course on wellness financial management (52 registrants)
- Held 2022 Annual Conference with 120 attendees at Grey Oaks Country Club in Naples, FL, including education sessions, CSFA reception, corporate partner exhibit area, and local club tours
- Promotion of CMAA education events, including CMAA World Conference, BMIs, and webinars

RESEARCH

- Strategic Planning Survey (December 2021)

COMMUNITY AND COMMUNICATIONS

- Published monthly “What’s Happening This Month” and CSFA Quarterly e-magazine
- Maintained engagement on CSFA’s Connect Community with numerous discussion threads per month, highlighted in monthly newsletter
- Utilized CSFA’s social media channels to relay association and partner messaging (Instagram, Twitter, LinkedIn)





CSFA Board of Directors

Pictured Left to Right:

Jeff Morgan, FASAE, CAE

President & CEO, CMAA

Rob Barr

Detroit Athletic Club
Detroit, MI

Secretary-Treasurer

Lukasz Monka, CCM

Tiburon Peninsula Club
Belvedere Tiburon, CA

Chair

Luis Bracamonte

Ocean Reef Club
Key Largo, FL

Kevin B. Caldabaugh, CCM

John's Island Club
Vero Beach, FL

Janine Rich

Baltimore Country Club
Lutherville, MD

CMAA Board Liaison

Joe Mendez, CCM, CCE

Riverton Country Club
Cinnaminson, NJ

Managing Director

Katherine Lord

Vice Chair

Brendan Crotty

River Oaks Country Club
Houston, TX

Not Pictured:

Past Chair

John Porter

Army Navy Country Club
Arlington, VA

Matthew Spangenberg

Inverness Club
Toledo, OH



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