



# CMAA Student Chapter Officer *Handbook*



**CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA**



## Introduction

As a Student Chapter Officer, you are a leader of a dynamic group of individuals, all of whom are interested in furthering their professional development in the field of club management.

This handbook is your guide to managing your student chapter efficiently and effectively.

A calendar of important dates, grant form submission guidelines, details outlining the benefits, and services associated with membership are just some examples of the information you need to be aware of as a CMAA Student Chapter Officer. Use this tool, in conjunction with CMAA's student site at [cmaa.org/student](http://cmaa.org/student), when planning your chapter's agenda and activities for this academic year and beyond. An organized and creative vision is the key to a successful CMAA student chapter and that vision lies within you.

**Good luck and congratulations** on your role as a CMAA Student Chapter Officer.

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## History of the Association and Our Student Program

The Club Management Association of America (CMAA) is the oldest, most respected Association representing the club management profession. CMAA has 6,800 members who manage more than 3,000 country, city, athletic, faculty, yacht, town, and military clubs throughout the United States and abroad.

The objective of the Association is to promote and advance friendly relations between persons connected with the management of clubs and other associations of similar character. In addition, CMAA encourages the education and professional advancement of its members and assists securing the utmost in efficient and successful operations. CMAA recognizes its responsibility to assist students in gaining a better understanding of the club management profession and in selecting a career in this sector of the hospitality industry.

The first student chapter charters were granted in 1978 to Florida International University and the University of Wisconsin-Stout. The first meeting of CMAA's Student Development/Scholarship Committee was held on February 12, 1978. Since that time, responsibility for student members has been assumed by the Chapter

Relations Committee. The objectives of this committee were established at that time to do the following:

- Inform college and university students about club management as a profession; increase their awareness of the career opportunities in club management; and serve as the liaison between practicing professionals and the academic community.
- Provide students with employment opportunities within the club industry by means of part-time employment during the academic year, summer employment, workstudy internships, and post-graduation placement.

The current Chapter Relations Committee continues to support these views. As a Student Chapter Officer, you are empowered with the responsibility to manage your chapter reasonably. Let this guide be your key. Using this handbook when sitting down with your fellow officers to plan your chapter's master calendar for the year, evaluate your roles and responsibilities and make a commitment to serve.



## Student Chapter Management

### **Chapter Criteria**

The first step to successful chapter management is to make sure that your chapter is meeting the criteria necessary for a student chapter to exist. A chapter must meet the following criteria to maintain its charter:

1. Student chapters must have a minimum of 10 student members at all times.
2. Each chapter is to hold a minimum of seven meetings during the school year, four of which must be educational. Reports of ALL meetings must be sent to the National Headquarters within 15 days following the meeting. Minutes can be submitted [online](#).
3. Each student chapter must include a minimum of one club tour each year. This may be considered one of the four educational meetings and minutes should be sent to the National Headquarters.
4. Within three years of being granted a chapter charter, the university/college must have a club management course as part of its curriculum.
5. The chapter President must submit an annual report to CMAA by May 1 of each year or 15 days after the last chapter meeting, whichever is first. Further explanation and forms are available [online](#).
6. At the end of each school year, each chapter is reviewed by the Chapter Relations Committee to determine if chapter requirements have been met. Failure to meet the criteria may result in the chapter's loss of its charter.

### **Student Chapter Bylaws**

Your student chapter bylaws are the governing documents of your organization. The purpose of the bylaws is to make the rules, regulations, and procedures easy to understand for the leaders and members of the student chapter. Student chapters should review their constitutions and bylaws regularly to ensure that they are effective and correspond to current policies and regulations. It is also a good idea to present each of your chapter officers with a copy of the bylaws for his or her review and signature. This will ensure that the chapter leaders are acting responsibly and within the guidelines set forth by the chapter.

In order for your student chapter to be granted a charter, National Headquarters must have a copy of your bylaws on file. Keep in mind that future chapter officers of your student chapter will see this document; therefore, it must be a working document that is easily updated, easy to understand, and easy to use.

## The Organizational Chart

Much like clubs, chapters need to have some type of management structure in order to function and prosper. To achieve chapter leadership continuity, the Chapter Relations Committee suggests that student chapter officers be elected for a fall-through-spring-semester term. All student chapter officers must be members of the National Association as well as the student chapter they represent.

An important way to ensure future growth and development is to select leaders as officers. To stay organized and to ensure that the student chapter officers understand their responsibilities, it is recommended that each chapter officer review his or her noted responsibilities accordingly and make a pledge to fulfill his or her obligations. Make changes as necessary as they relate to your chapter specifically. For example, if you choose to combine the role of Secretary and Treasurer, be sure that the candidate selected can accomplish both roles and delegate additional responsibilities as necessary.

### President

The President shall be the chief executive officer of the chapter, shall preside at all meetings of the chapter and Student Board of Directors and shall be an ex-officio member of all committees. The President shall:

- Appoint/elect all chairmen and committees;
- Be the official contact between the student chapter, CMAA National Headquarters and the senior CMAA chapter;
- Lead chapter meetings with chapter officers;
- Ensure that a minimum of four education sessions are held annually; and
- File the President's Annual Report and The Club Foundation Grant Request forms with the National Headquarters by **May 1 of each year**.

### Vice President

The Vice President shall have the authority and assume the full duties of the President in the case of his or her absence. The Vice President shall:

- Acquaint himself/herself with all the duties of the President and other officers;

- Familiarize himself/herself with the duties of the committees; and
- Aid the President as requested as liaison between the committees and the Student Board of Directors.

### Secretary

The Secretary shall:

- Conduct the correspondence for the student chapter;
- Keep minutes of all meetings of the chapter and Student Board of Directors; submit copies to board members, chapter members, the National Headquarters, and appropriate committee members; and report in the chapter minutes the subject, speakers, duration, and type of educational activity presented in the meeting;
- Keep attendance records for chapter meetings, workshops, regional seminars/meetings, and World Conference;
- Collect all membership application forms and ensure they are complete. Applications must be signed by the Faculty Advisor, Liaison Manager, and Chapter Secretary or another elected officer. Forward completed applications to the National Headquarters and keep a copy for chapter records;
- Keep the membership roster continuously up-to-date and provide the National Headquarters with a current roster; and
- Upon termination of office, transfer all current records to successor, and bank signature cards to trustees.

### Treasurer

The Treasurer shall:

- Keep accounts, collect debts, make payments as authorized by the Student Board of Directors, and be responsible for all chapter funds, as outlined in the chapter bylaws;
- Furnish the President with information needed from chapter records for the annual report and The Club Foundation Grant Reconciliation and Usage forms;
- Maintain the chapter record system;

- Collect dues, initiation fees, and properly record them on members' record cards; and
- Upon termination of office, transfer all current records to successor and bank signature cards to trustees.

## Committees

A substantial amount of the business of any organization is conducted through member participation and involvement in the committee structure. The Chapter President is responsible for assigning committees and appointing leaders and chapter members who will work together to get the job done. Each student chapter will need to determine its own committee structure consistent with its needs, growth and objectives. The best advice is to **KEEP IT SIMPLE.**

The Chapter President should select committee members carefully. Choose the members who have the most to offer in terms of a variety of experiences, interest in the committee, knowledge about the subject area and an ability to get along with others.

Other important points to keep in mind regarding committees:

1. Committee members usually will serve a one-year term with the chairman's option to reappoint.
2. The size of the committee will vary with its responsibilities, but generally the size ranges from two to eight members. Larger committees may be needed for areas such as membership recruitment; however, smaller committees are preferred for their efficiency in reaching a consensus and getting things done.
3. Committee meetings will be most productive if members have a clear understanding of their responsibilities and duties before they arrive. Brief them on your expectations for the committee. Give them assignments, set deadlines for the work, and don't be afraid to delegate responsibilities and expect results.
4. Decision making is made easier when the chairman continually summarizes what the committee has discussed and moves the committee toward a decision.

Ensure that each committee:

- Defines objectives;
- Analyzes the issue or activity;
- Assigns responsibility;
- Accumulates facts and research;
- Sets deadlines;
- Reviews the need for any outside help;
- Evaluates results;
- Develops a number of alternate solutions;
- Selects the best solution; and
- Recommends a course of action.

Results from a committee meeting should be brought to the attention of the Student Chapter Officers through the committee chairman. The work of the committee is as good as your leadership — you set the pace and tone. Your relationship with your members is crucial to that success. Chapter operational areas that might require committees are membership recruitment, fundraising, chapter/school relations and education.

The results of all committee work will form the basis of the programs the board enacts. Each committee should report to the leadership regularly, depending on the nature of its work. The report should be brief and contain a description of the issue, a full account of the proposed action including pros and cons, the budget, and the results of the action.

There are two types of committees — standing and special (or ad hoc). Standing committees are permanent committees, established to monitor and/or implement an ongoing activity or program. Special committees are developed to address a unique or one-time situation or program. Once the committee's business is finished, it is generally dissolved.

1. Standing Committees:
  - Membership Committee – responsible for the design, development and implementation of membership recruitment and retention programs and new member services.
  - Programming Committee – responsible for the development of education and social programs and other activities for the student chapter members

(i.e., identifying speakers, public relations events).

- Communications Committee – responsible for soliciting and submitting contributions to the national student chapter online newsletter. The committee is also in charge of publicizing chapter programs and activities to members and non-members. The Secretary typically chairs this committee. The President is in consultation with the officers and may appoint an active member to serve as the communications specialist.
2. Special Committees:
- Nomination Committee – should be appointed annually to conduct the slating and election of officers for the student chapter. The appointment of a graduating member of the student chapter as chairman of the Nomination Committee should be considered in order to protect against biases, pressure and favoritism.
  - Student Chapter of the Year – should be a combination of new and rejoining students to help bring fresh ideas to this annual project. The President should be a member as he or she is responsible for a large portion of this report. (See Section V – Award Programs section.)

## Chapter Meeting Minutes

Copies of all chapter minutes should be submitted to the National Headquarters no later than 15 days following the meeting.

The following items should be included in all chapter minutes:

1. Names of all members attending the meeting,
2. Type of meeting (i.e., business, social or educational);
3. If it is an education meeting, the following should also be included:
  - Name of the speaker;
  - Content of the education portion; and
  - Length of the education portion of the program.

Student members do not earn credits for attending their own student chapter meetings. They do, however, receive credit for attending senior CMAA chapter meetings, the World Conference, National Student

Education Conference, and Club Management Institute CMI-sponsored workshops or regional meetings.

- Submit Minutes.

## Chapter Point System

As an incentive for chapter members to volunteer and attend various chapter-sponsored events, many chapters have devised some type of point system to use as a means of dispersing monetary funds that have been generated through fundraising or donations. The following example, adopted from the California State Polytechnic University, Pomona President's Handbook, may be used as a model for your chapter.

### Members receive points for attendance at each event:

Meeting/club event attendance .....	5 points
Recruitment of new members.....	10 points
Senior chapter meeting attendance .....	15 points
Event committee chair fulfillment.....	20 points
Fundraising event participation.....	5 points/hour
Executive position fulfillment .....	35 points

### How It Works

Suppose the chapter has \$2,000 available to spend for Conference and the members' cumulative points at the time of Conference are as follows:

Member A .....	100 points
Member B.....	50 points
Member C.....	25 points
Member D .....	20 points
Member E.....	5 points
<b>Total .....</b>	<b>200 points</b>

Divide the available funds by the total points (\$2,000/200 points). One point will be equivalent to \$10, and thus, Member A will be eligible for the monetary assistance of \$1,000 (\$10 x Member A's 100 points) from the student chapter for the Conference.

After Conference is over, your points can be saved toward monetary assistance for any year-end events or

may be carried over until the next year. You may also use your student points to attend senior chapter meetings at no cost. The student chapter will pay for your admission in exchange for your 10 points.

## ***Annual Budget***

The student chapter should develop a budget of income and expenses for the academic year. The Treasurer of the student chapter should regularly monitor the student chapter income and expense report to ensure that these remain within the budget. All officers and committee chairmen should be familiar with the budget process as well as with their own expenses.

Your student chapter should have a bank account and your Treasurer should be the only one with access to it. The following are some potential sources of income and expenses for the student chapter:

- Income
- Dues
- Fundraisers
- College department/senior chapter contribution
- School contribution (student activities fund)
- Student government contribution
- The Club Foundation grant program
- Other donations/revenues

### **Expenses**

- Administrative (printing, postage, website costs)
- Speakers/programs
- Committee programs and operations (hall/room, audio/visual)
- Programs and activities materials (poster board, markers, duplication)
- Refreshments at meetings

A budget is necessary to file for grants from The Club Foundation. See Section V – Award Programs.

## ***Use of CMAA logo***

The CMAA Logo may be used by both CMAA members and chapters in good standing.



The use of the CMAA Logo by any member of the Association in good standing is authorized for the members' business cards, stationery and envelopes where the member's name is imprinted on the paper.

Members of the Association in good standing may use the phrase "member of CMAA" or use any logo, emblem, insignia or phrase indicative of membership as approved by the Board of Directors.

In such instances, the size limitations on page two may not be realistic. Please contact CMAA staff for specific Logo usage guidance.

Use of the CMAA Logo shall be in good taste and within acceptable business practices as determined by CMAA. CMAA reserves the right to limit or revoke the use of the Logo by members and chapters, if warranted.

The CMAA Logo may not be used for any commercial purpose unless approved specifically by CMAA.

Use of the CMAA Logo does not represent approval by CMAA of the content of websites, digital marketing, circulars, brochures, and other such promotional materials without prior written permission of the Association. A copy of the proposed material or depiction showing the use of the Logo must accompany all requests for permission.

Members and chapters may not adopt, publicize, promote, or otherwise convey any policy or principle in the name of CMAA that has not been officially adopted by the Association.

## ***Student Chapter Outreach***

The Student Chapter Outreach program was developed in 2017 in order to provide a vehicle for student members and chapters to reach CMAA's leadership – the CMAA Board of Directors. Each fall and spring semester, a member of the Chapter Relations Committee will contact the Chapter President, Liaison Manager, and Faculty Advisor.

He or she serves as a national liaison between the student chapters and the National Headquarters and will submit brief reports to Headquarters staff. This program offers students a means for communicating their needs and concerns to a national committee member and, ultimately, the CMAA Board of Directors.

# Student Membership Information

## ***Determining Eligibility for Student Membership***

An individual who is enrolled in a hospitality or related curriculum at an accredited, college, university, or school for undergraduate or graduate students is eligible to apply for student membership. Applications for membership are to be supported by the Faculty Advisor or the dean of the school. Such membership does not entitle the holder to vote, hold elective office in the Association, or transfer to any other category of membership. Student members who are no longer enrolled at a college/university, upon attaining a full-time manager/assistant manager position and within two years of graduating, must apply for Professional membership, but can do so at the Alumnus rate.

## ***Submitting an Application to National Headquarters***

Once the chapter has approved the applicant for membership in the chapter, the Chapter Secretary should submit a completed application signed by the Chapter Liaison Manager and Faculty Advisor to the National Headquarters along with the proper fees. Annual student dues are \$50.

For memberships that become effective between April 1 and August 31 in any year, dues will be half of the prevailing dues rate. Memberships that become effective on or after September 1 in any year shall be exempt from dues for the remainder of that fiscal year and the entire amount shall be applied to the ensuing year's dues. The Association's fiscal year is November 1 – October 31.

## ***Membership Renewals***

All dues invoices will be placed in the student's online account on [cmaa.org](http://cmaa.org). A student member should log in to [MyCMAA](#), go to My Invoices, and complete their renewal payment online.

**Members should NOT complete another application form to renew their membership.**

## ***Membership Reinstatements***

Members who have not paid dues for the current year are dropped from the rolls of the Association on December 31. A list of the dropped students can be sent to each Faculty Advisor. These members may be reinstated by submitting their dues within a year from the date they were dropped. When more than one year has lapsed, these members must reapply as new members and meet current student membership requirements.

## ***Advancing to Professional Membership***

Student membership can be renewed for up to two years after graduation or until a job in the field of club management has been obtained, whichever comes first. Once employed by a club, student members advance to a professional membership classification. This membership process begins with applying first through the local senior chapter and then through National Headquarters. We encourage all students who have taken a post-graduate position in a club to continue their professional development by taking this important step in your career path.

Please consult the CMAA National Bylaws for further details.

## ***Alumnus Membership***

Upon graduation, student members are eligible to join CMAA at a discounted rate under the Alumnus Member category. To recognize your years of student membership and to make the start of your professional relationship with CMAA more affordable for you and your club, this classification costs half of the prevailing dues rate. Alumnus Membership is available for the first two years of your professional membership.

All credits earned during your years of Student Membership will be retained and your CMAA membership ID will stay the same.



## Student Benefits and Services

As chapter officers, you will need to market CMAA to your prospective and existing members. In this section, you will find the plethora of resources that CMAA has to offer its student membership. Please feel free to contact National Headquarters for further information on products or services in which you or your chapter members may be interested.

### ***CMAA's Website***

Services currently available on [cmaa.org](http://cmaa.org) include online industry research archives, registration for Conference, and other educational programs, career-related information, student development information, and access to member education credit information. In addition to the large volumes of information contained on this public site, there are password-protected sections specifically for CMAA members' use.

The CMAA student site can be accessed at [cmaa.org/student](http://cmaa.org/student).

### ***The Club Foundation Scholarship Program***

The Club Foundation and many of CMAA's local chapters award thousands of dollars in scholarships annually to outstanding students who have demonstrated interest in the club management profession. Requirements vary but usually include at least one year of college study, a satisfactory grade point average and work experience in clubs. For further information about such scholarships, please contact The Club Foundation at 703-739-9500 or [clubfoundation.org](http://clubfoundation.org).

### ***Club Management Magazine***

The Association's official publication provides student members with in-depth information on issues affecting the club industry, current and future trends in club management, and new products and services. This publication is sent to the member's primary address bi-monthly to ensure mailing continuity.

### ***Career Services***

Career Services at CMAA assists members by providing sound career resources through its many products and services. The most-used of these resources is ClubCareers, an all-inclusive web-based career tool that contains the following:

- Résumé services;
- Managerial Openings Listing (MOL);
- Mid-Management Career Opportunities (MMCO);
- Entry Level Opportunities List (ELO);
- Internship Listing; and
- Coaching services.

Through the ClubCareers website, you will find all of the career resources free of charge for all members of the Association. The Internship Listing showcases job opportunities submitted by club managers interested in hiring students to work at their clubs locally and abroad. The MMCO and ELO consist of clubs seeking mid- to entry-level management personnel, while the MOL lists executive-level management positions. In addition to all the resources available through ClubCareers, all World Conference attendees will have the opportunity to gain

valuable job search and career development assistance onsite through the Conference Career Services Center. The center offers:

- **Résumé Critiques:** Submit your résumé for review by an unbiased individual.
- **Job Boards:** Current, vacant club positions, from general manager/COO/CEO to internships, are posted.
- **Coaching Sessions:** This is a unique opportunity to experience a one-on-one coaching session. Coaching is a highly effective way to learn and make significant changes to attitudes, beliefs and behavior.
- **Staff Assistance and Additional Services:** CMAA National staff is available to assist you with any questions you may have about the Career Services programs and resources.

For more information, please see the ClubCareers website, or call 703-739-9500.

## ***Outlook***

This newsletter keeps members informed on the latest events, issues, initiatives, studies, Association news, and statistical information relevant to the club management industry.

## ***Student Chapter Officer Email Updates***

Email updates are sent monthly to all student chapter officers, Faculty Advisors, and Liaison Managers. This email includes information about upcoming deadlines, Conference information, ideas and tips for chapter programs, fundraising, etc. Student officers not receiving this update should contact National Headquarters with a current email address.

## ***World Conference and Club Business Expo***

The CMAA World Conference and the Club Business Expo is the centerpiece of the Association's yearly activities and offers more than 70 educational programs from which to choose. More than 2,500 managers and 300 CMAA student members from around the world meet to further their professional development through clinics, round-table discussions, forums, and educational sessions. The student registration fee includes sessions designated especially for students, a networking/social event for all student members to interact and mingle, an awards session, student-specific education, and admission to all manager education sessions and the Club Business Expo as well as the Career Opportunity Showcase. The Career Opportunity Showcase is a "clubs-only" job fair for managers and students to meet and interact in a relaxed atmosphere.

## ***National Student Education Conference***

The National Student Education Conference (NSEC) first took place in 2004 and takes place in a different city each fall semester. This conference provides diverse educational and networking opportunities, making it a one-of-a-kind experience for students to learn about the club industry. NSEC provides more in-depth knowledge than students can obtain in a classroom setting alone. Each year, the event highlights many of the area's clubs and features education from CMAA's best and brightest. Registration opens in the Fall each year.

## ***CMAA Member Directory***

The CMAA Member Directory is an online member resource guide that contains an up-to-date listing of all CMAA members. It can be accessed online using your primary email and password at [cmaa.org](http://cmaa.org).



## Chapter Activities

Throughout the year, you will need to plan various activities and events for your chapter members to attend. There are also some reports that are required from National Headquarters that may need to be addressed as a chapter with the help of committees. This section will help you organize those events to further promote CMAA on your campus.

### *Chapter Meetings*

The student chapter officers and members should meet periodically for business activities, to hear speakers, to plan presentations or for social interaction. The type and frequency of meetings should be consistent with the needs of the student chapter and its members. Organizations generally conduct two types of meetings: business meetings for officers and general meetings for the entire membership.

#### **Officer Business Meetings**

Officer business meetings should be conducted by the officers as needed to make decisions and policies concerning the operation of the student chapter. The meeting is usually chaired by the President and attended by the officers. It may occasionally include the Faculty Advisor. The Chapter Secretary is responsible for keeping

accurate minutes of each business meeting to reflect the decisions of the executive committee. A typical agenda for the business meeting may include:

- Call to order;
- Approval of minutes from the previous meeting;
- Report of officers (activities/responsibilities including financial report);
- Report of committees (by officer assigned as ex-officio member or chairman);
- Old business;
- New business;
- Discussion;
- Next meeting date; and
- Adjournment.

#### **General Membership Meetings**

General membership meetings may be conducted weekly, bi-weekly, monthly, or bi-monthly for all student members and may occasionally include the Faculty Advisor and Liaison Manager. These meetings provide officers with the opportunity to make announcements, report to the members and host a program (i.e., speaker).

This also ensures that student members have adequate opportunities to participate in decision making and generation of ideas. A typical agenda for a general meeting might include the following items:

- Call to order;
- Program (i.e., speaker);
- Announcements;
- Old business;
- New business;
- Questions and answers; and
- Adjournment and refreshments.

Hold your student chapter meetings on weekdays, weekends, and evenings or at any other time of the day with the consent of the full membership. Remember, the student chapter must hold a minimum of seven meetings, four of which must be education, during the school year to maintain its chapter affiliation. One must be a club tour, which can be considered one of the four education meetings provided a substantial program is held. Consider scheduling meetings for the semester well in advance. Check your student activities calendar to avoid conflicts with meetings of other organizations or major school events. Publicize meetings in the school newspaper, on bulletin boards, and on your chapter website and have it announced to the classes one or two days before the event.

You are also required to submit your chapter minutes to National Headquarters. These are to be submitted within 15 days following the meeting. These forms must be on file to receive credit for your President's Annual Report, which is due at the conclusion of the school year. A copy of the minutes form can be found online at [cmaa.org/studentchapterofficers.aspx](http://cmaa.org/studentchapterofficers.aspx).

## ***Program Suggestions/Guidelines***

New Member/Orientation Meeting – This could be an introduction to the Club Managers Association of America and the club management profession. Invite the chapter's Liaison Manager and Faculty Advisor to address students about the services and benefits available through membership in CMAA and the employment opportunities available through club management. Encourage former members, including alumni and upperclassmen, to attend to help promote your student

chapter. A CMAA PowerPoint presentation outlining the student program and its benefits is available by contacting the National Headquarters.

- Guest Speaker Series – There may be several club managers located within your area who are qualified to speak on a wide variety of subjects pertaining to the club management profession. You may also wish to invite a club official, a faculty member, or an area chef to present on a specific area of club management, food and beverage, facilities maintenance, or human resources.
- Panel Discussion – Choose a popular subject and ask three or four local club managers or individuals to address a specific phase of the general subject. Leave time at the end for questions from the audience.

## ***Club Tours***

As part of your education requirements, each student chapter is required to coordinate at least one club tour per school year. These tours should be well-planned and include arrival time, transportation information, and promotion. During your tour, there are some etiquette issues that are necessary to contend with such as:

- Cell phones are often not allowed. Be sure to know the club's cell phone policy before you go – and be respectful. Don't take photos or post to social media without making sure it's okay with the club first.
- Business attire for men and women. Men should be required to wear jackets and ties, while women should dress according to any club-specific dress code.
- Be punctual and arrive 10 minutes early to the designated meeting area.
- Ask questions! The reason you are on a club tour is to learn about the different aspects of the industry. This is your time to ask.
- Send a thank you letter to the club manager/representative for taking the time to meet with your chapter members.

## ***Senior Chapter Meetings***

Students are encouraged and often invited to attend senior CMAA chapter meetings in and out of their

geographical regions. These meetings offer a wealth of educational, social and networking opportunities for your chapter officers and members. All chapter officers and members should be encouraged to take part in these meetings as they help to establish personal contact with managers, which can often lead to internships and/or employment opportunities in the club industry. Students should keep track of their attendance and participation at all CMAA senior chapter meetings, regional meetings and the World Conference. Additionally, they must sign the senior chapter's official registration roster to ensure proper credit is applied.

## Elections

It is suggested that elected student officers be second-to-fourth-year students. This will ensure that officers are familiar and knowledgeable about procedures, policies, and regulations of the institution. Also, in many chapters, the current Vice President will be the President for the next year. This allows for continuity from year to year. Such a mix will also provide leadership to incoming freshmen and the next set of officers. Participation from all student members should be encouraged.

Each candidate should have the opportunity to present his or her platform at a special meeting prior to voting and should prepare a brief biography, summary of professional activities and goals for the office he or she is seeking to be printed in the chapter newsletter or on the website. Candidates should explain why they feel they would be a good part of the CMAA team and how they can make the chapter better. Once elected, each officer will serve a term of one year beginning immediately upon installation and ending immediately after the newly elected officers have been installed and oriented.

## World Conference and Club Business Expo

The CMAA World Conference on Club Business Management and the Club Business Expo is the centerpiece of the Association's yearly activities and, with discounted admission, is an important benefit for student members. Conference registration includes admission to the conference and expo and special events, sessions, and activities designed specifically for students. Information, including online registration and housing details, can be found online at [cmaa.org](http://cmaa.org).

## Guidelines for Chapters

- Each student chapter is provided with one free registration for the President courtesy of The Club Foundation. If the President is unable to attend, another member of the chapter [usually the next in command (i.e., Vice President)] may use this registration. This is a Conference grant provided by The Club Foundation (see Section V – Award Programs) and instructions on how to use it will be sent prior to registration.
- Make hotel accommodations as soon as possible. Information about hotel accommodations can be found at [cmaa.org/conf](http://cmaa.org/conf).
- When at Conference, there are sessions designated specifically for students. These programs are designed for student members and do not coincide with managers' sessions. We encourage Faculty Advisors and Liaison Managers to make a note of all students who are active attendees. Some chapters require that students submit a contract agreement to ensure their presence at education sessions. This contract makes the attendees responsible for their actions while at Conference as they are representing their chapters and universities.
- The student networking session is designed to let students get to know each other in a social setting at the host hotel. The student chapter co-hosts are responsible for hosting this event.
- Be sure to make faculty at your college/university aware of the students who will be attending the World Conference. A memo should be submitted to all faculty members by students letting them know that they will be away for a specific period of time and be sure to include a date when students will return to class.
- Your student chapter contact should keep a listing of all the Conference attendees from your chapter and their corresponding membership numbers. These numbers can be found on the individual's membership card or by contacting the National Headquarters. You will need your membership number to ensure that your credits will be properly posted to your CMAA Education records.
- CMAA sanctions a zero-tolerance standard regarding the use of alcohol by CMAA student members at any

CMAA national or Chapter social/networking or professional development event/meeting/conference. Alcoholic beverages may not be served to, purchased for, or consumed by current CMAA student members at a CMAA-related event. Student members who are 21 years of age or older are not exempt from this policy. Students may be asked to wear their attendee badges, a wristband, or some other identifiable item to ensure that this zero-tolerance standard is upheld.

In no event shall alcoholic beverages be served to, purchased for, or consumed by any individual under 21 years of age at a CMAA-related function

## Future Conference Locations/Student Host Chapters

For each World Conference, there are two student host chapters. Student Host Chapters are responsible for planning the Student Icebreaker and assisting National Staff with various duties throughout conference week as needed. Chapters will be notified in September with the necessary duties related to their role as host chapters.

## President's Annual Report

At the close of each school year, each chapter must submit its President's Annual Report Form. Chapter officers should complete this form together with input from the rest of the chapter members. You may also consider forming a committee to complete this report. The piece is a collaboration of the minutes of your meetings, signatures of your Faculty Advisor and Liaison Manager, and a copy from your university course booklet outlining the club classes that your university offers. This form must be returned to National Headquarters no later than May 1 of each year to keep your chapter in compliance. The sections are as follows:

- **Listing of Chapter Meetings** – Please record the corresponding date, type and location of the meeting and be sure to include other chapters that may

have attended your meeting. Chapters are required to have a minimum of seven meetings per year and four must be educational. One must be a club tour, which can be one of the four educational meetings provided a substantial program is held.

- **Questions about CMAA Student Membership** – Answer these questions in detail, as this is the feedback that CMAA uses to improve and further develop the student program. Encourage your officers or committee members to each answer a question.
- **Officers** – CMAA encourages chapters to elect officers at the end of each school year for the following year so that officers can fully prepare for their positions in the fall. Include the name and email address of each chapter officer so that we can contact him or her prior to the school year. If your school holds elections in the fall, please provide National Headquarters with your election results **immediately** so that information can be sent out to the correct officers.
- **Signatures** – It is necessary for documentation purposes that this report form be submitted with the correct signatures of your Faculty Advisor and Liaison Manager. Please include phone numbers, email addresses, and chapter addresses to verify that your CMAA information is being sent to the correct address.
- **Course Information** – Per the bylaws of the Association, it is required that each student chapter have a class in club management registered with your college or university within three years of receiving your charter. Include a copy of the course information from your university's course booklet.
- **Minutes** – Your chapter's minutes should be submitted within 15 days following a chapter meeting. If at the end of the year, you have additional minutes that have not been submitted to National Headquarters, please send them in at this time. This form can be found online.



## Award Programs

### ***The Club Foundation Scholarship and Grant Program***

The Club Foundation, the only 501(c)(3) charitable organization for the private club industry, was established by the Club Managers Association of America (CMAA) in 1988.

The mission of The Club Foundation is to financially support the professional development of club managers through education, training, and research initiatives.

The Club Foundation's Scholarship and Grant Program encompasses a wide variety of funding opportunities aimed at focusing on each of its five targeted funding areas. The Club Foundation's goal is to support and enhance the life cycle of a club managers professional development, beginning at the university level and building throughout their career. Following are the programs available to students and student chapters.

#### **Joe Perdue Scholarship**

The Club Foundation awards student scholarships annually to those individuals actively pursuing a managerial career within the private club industry. Scholarship awards are made at the recommendation of The Club Foundation Allocation Committee (CFAC) and approved by its Board of Governors.

Candidates must have completed his or her freshman year of college and be enrolled for the full academic year in an accredited four-year institution. Furthermore, the

candidate must have achieved and continue to maintain a grade point average of at least 2.5 on a 4.0 scale or 4.5 on a 6.0 scale. Please note that additional points are awarded for CMAA student chapter members.

Students wishing to apply for a scholarship must meet certain basic criteria. Candidates must provide strong evidence that they are pursuing managerial careers in the private club industry. A candidate must have completed his or her freshman year of college and be enrolled for the full upcoming academic year in an accredited four-year institution. In addition, the candidate must have achieved and continue to maintain a grade point average of at least 2.5 on a 4.0 scale, or 4.5 on a 6.0 scale.

**All applications and required documentation must be received in the Foundation office no later than May 1 of each year.**

Please visit the website to view the program guidelines and application. Questions should be directed to The Club Foundation staff 703-739-9500.

### ***Student Chapter Grant Program***

This grant was developed specifically to assist CMAA student chapters with the costs associated with travel to and from the CMAA World Conference and Club Business Expo. In addition, The Club Foundation also awards grants that provide the President of the chapter (or another representative selected by the chapter) a complimentary registration to the annual Conference. The program guidelines and application are available on our web page at [clubfoundation.org](http://clubfoundation.org).

## **Conference Travel Grant**

CMAA's World Conference offers students the opportunity to witness firsthand the professionalism and educational opportunities that CMAA provides. Student Chapters are eligible to receive this grant as long as they meet the program criteria. Please note that this grant is awarded on a matching funds basis, up to \$500 per student chapter. The application and supporting documentation must be submitted to The Club Foundation by May 1 of each year.

## **Student Chapter President Conference Voucher**

The Club Foundation will provide each eligible student chapter with one voucher redeemable for a complimentary Conference registration. The voucher must be used by the student chapter President or another representative selected by the chapter if the President is unable to attend. A registration code is sent to each student chapter President to use during registration.

## ***Student Chapter of the Year Award***

The Student Chapter of the Year competition is open to all student chapters and recognizes special projects completed by a chapter during the school year. The guidelines are supplied by the National Headquarters. All entries for the school year must be submitted in January of each year. In addition to national recognition and a plaque, the Student Chapter of the Year Award winner receives a \$1,000 grant to be used to offset Conference registration fees for the following year.

This award is presented at World Conference. Applications will be emailed to all student chapters in the Fall and posted online at [cmaa.org/scoy.aspx](http://cmaa.org/scoy.aspx).



## Faculty Advisors and Liaison Managers

### *Student Chapter History*

The first student chapter charters of CMAA were granted in 1978 to Florida International University and the University of Wisconsin-Stout. As of August 2018, CMAA maintains more than 40 student chapters and colonies with more than 900 student members located throughout the United States. Students enrolled in a hospitality program at an accredited institution may apply for a student membership with the Association. Each student chapter is lead by a team of officers as well as a CMAA appointed Liaison Manager and Faculty Advisor. All student chapters must be supported by one senior chapter within the university's geographical boundaries.

CMAA has seen great success with our student program, initiating more Alumnus and Professional members who were at one time student members into our Alumni Association each year.

As our student membership continues to grow, we anticipate an insurgence of students entering the private club industry as opposed to other hospitality sectors.

### *Student Chapter Criteria*

Like senior chapters, students must also operate their chapter activities in rules set forth by CMAA's bylaws. The following criteria is necessary for existing student chapters and colonies as well as for prospective schools that want to affiliate with our Association.

1. Student chapters must have a minimum of 10 student members at all times.
2. Each chapter is to hold a minimum of seven meetings during the school year, four of which must be educational. Reports of ALL meetings must be sent to the National Headquarters and to respective committee/chapter members within 15 days following the meeting.
3. Each student chapter must include participation in a minimum of one club tour each year. This may be considered one of the four educational meetings and minutes should be sent to the National Headquarters.
4. Within three years of being granted a chapter charter, the university/college must have a club management course as part of its curriculum.
5. The chapter President must submit an annual report to CMAA by May 1 of each year or 15 days after the last chapter meeting, whichever is first.
6. At the end of each school year, each chapter is reviewed by the Chapter Relations Committee to determine if chapter requirements have been met. Failure to meet the criteria may result in probation.

As a chapter's Liaison Manager or Faculty Advisor, you should ensure that the chapter is adhering to these guidelines. Should problems arise, please contact National Headquarters so we can work together to rebuild the chapter.

## The Liaison Manager

The role of Liaison Manager is a well-rounded one. He or she is a point of contact for the senior chapter in the residing area of the university. They are responsible for the distribution and exchange of information between the affiliated senior chapter, the student chapter, and National Headquarters. They must be willing to devote the time required to assist the Faculty Advisor and student body in effectively achieving the goals and requirements set forth in this handbook, as well as those established by the local CMAA chapter and Faculty Advisor.

### Roles and Responsibilities

The main role of the Liaison Manager is to serve as a go-between with your local student and senior chapters. Based on the geographical vastness of some chapters, certain senior chapters may choose to elect two Liaison Managers to oversee student activities. While there is no limit on the number of Liaisons per chapter, we suggest assigning no more than two individuals to ensure continuity with the student membership over time.

Based on geographical limitations, Liaison Managers should try to attend student chapter meetings when possible. Attendance at officer planning meetings would also be ideal to provide input and counsel. Student chapters are required to submit meeting minutes to National Headquarters within 15 days of meeting so if you are unable to attend, be sure to request a copy of the minutes from the chapter. Liaisons should be in contact with chapter officers and the Faculty Advisor bi-weekly either through written or oral communications.

The Student Chapter Liaison Manager Shall:

- Provide updates regarding local student chapter activities, programs, and membership issues at monthly senior chapter meetings, on chapter websites and in newsletters;
- Maintain bi-weekly/monthly contact with Faculty Advisors and Student Chapter Officers by attending student chapter meetings/activities when possible and through phone and written communications;
- Initial and approve student membership applications, grant request forms and annual report forms as submitted by student chapters;
- Represent senior chapter at Career Day programs at area high schools and universities;

- Serve as a mentor to students interested in pursuing a career in club management;
- Establish a working relationship between student and senior chapters for networking, internship, and club tour opportunities; and
- Explore additional collegiate hospitality programs to further CMAA's presence among students.

## The Faculty Advisor

The Faculty Advisor is the official representative from the student chapter's college or university and should be a full-time faculty member. His or her on-campus duties should include development and lecture of club management and hospitality related courses. This individual should be someone who works well with students, is easily accessible, is willing to provide advice and guidance to the student chapter officers on programs, activities and general operations, and someone who acts as an interface between the student chapter and the school administration.

### Roles and Responsibilities

The main role of the Faculty Advisor is to serve as a liaison between the student chapter officers, the Liaison Manager, and the educational institution. While not required, it is strongly encouraged for Faculty Advisors to join CMAA under the Faculty Membership category tier. Faculty Membership entitles members to a number of benefits associated with membership including a subscription to *Club Management* magazine, legislative information, research surveys, and Career Services. Membership applications can be downloaded at [cmaa.org](http://cmaa.org) or by contacting your local senior chapter. Annual dues are \$100.

While it is the role of student chapter officers to facilitate chapter meetings, Faculty Advisors are strongly encouraged to attend. Student chapters are required to submit meeting minutes to National Headquarters within 15 days of meeting so if you are unable to attend, be sure to request a copy of the minutes from the chapter.

The Student Chapter Faculty Advisor Shall:

- Maintain weekly/bi-weekly contact with Liaison Managers and Student chapter officers;
- Attend student and senior chapter meetings and events as well as on campus CMAA activities;

- Initial and approve student membership applications, grant request forms, and annual report forms as submitted by student chapters;
- Maintain student chapter guidelines and bylaws and ensure continuity from each academic year to the next;
- Distribute information forwarded from National Headquarters to student chapter officers and members;
- Educate colleagues and school administrators about club management as a source of lecture material and course project suggestions;
- Serve as chaperone and university representative at CMAA's World Conference (one Faculty Advisor from each chapter is invited with a complimentary registration for all education sessions); and
- Maintain a strong working relationship with local senior chapter through Faculty Membership and attendance at senior chapter meetings.

## Student Chapter Officers

Each student chapter works under the direction of a President, Vice-President, Secretary, Treasurer, Faculty Advisor and Liaison Manager. As their Faculty Advisor, or Liaison Manager, they will look to you for guidance in both chapter activities and club management. Listen to their ideas and guide them, but let them learn. Help to lead them in the right direction and then step back to let their leadership skills shine. As chapter liaisons, you should be mentors and counselors, not directors or bosses.

Communication is the main link to ensuring your chapter's success. We have found that one of the best ways to remain in close contact with student chapters is through electronic means of communication. Establish a distribution list of student chapter officers and chapter members so you can share news of upcoming senior chapter events. Students should also use this method to keep you informed of problems/successes with the chapter.

## Senior Chapter Affiliation

As a student chapter Liaison Manager, it is your responsibility to both the senior and student chapter to maintain an active role in your senior chapter meetings. As the link between the students and local managers, educate

your board and chapter members on the activities and membership status of the student chapter(s) in your vicinity. Share details of their fundraisers, community events, newsletters, website information, etc. Highlight club managers that hosted club tours and encourage chapter members to participate in mentor and internship programs. If the senior chapter subsidizes dues or conference registration for students, report back to the board regarding the appropriation of funds. The better informed a senior chapter, the more involved they will be in the planning and support of your local students.

Very often, a small number of students are invited to senior chapter events. Allow the student chapter President to speak on behalf of the chapter to announce their different activities and programs. Act as their ambassador and help them network with fellow chapter members. This is an ideal time for students to share their knowledge as well as that of the student chapter with managers in an informal arena. Recognize students at the meeting so chapter members are aware that there is a student chapter presence.

To help keep chapter members better informed of student duties, consider adding a section to your chapter's website or newsletter that lists the student chapter officer's names and contact information. A listing of events and opportunities to volunteer (hosting the chapter for a club tour, donating items for annual auctions, etc.) should be listed here as well. Promote our students as the future generation of club managers. Some chapters have even developed a student mentor program that is headed by the Liaison Manager to link students and managers for an advanced hands-on learning experience.

Following senior chapter meetings, Liaison Managers should also keep the faculty and student chapter officers informed of how the student chapter is perceived by chapter members. Transmit information regarding senior chapter activities as it relates to student chapters on a regular basis. You are the link and whether you choose to communicate this information in person at student meetings or through email, remember that a student chapter can only thrive when the support of the senior chapter is evident.

## Membership Recruitment/Applications

Students can recruit new members to join the association at any time throughout the year; however, we

generally see our largest number of new members during the fall semester. Students hold membership drives and contests on campus throughout this period and may ask your assistance in speaking with students who are interested in learning about club management as a prospective career choice. You will find that many students are not aware of the meaning of private clubs and initially, often confuse this hospitality sector with night club management.

All membership applications must be approved by a student chapter officer as well as the club's Faculty Advisor and Liaison Manager. As advisors, your role is to ensure that each applicant is a current student at the university and is part of the school's hospitality program. Please sign and date new membership applications in a timely manner and send a new member welcome email prior to receiving their membership card.

## **World Conference and Club Business Expo**

CMAA student members participate in a number of activities while at CMAA's World Conference including education sessions, a student networking session, an officer symposium, a career fair, and the student awards session. Students use this opportunity to network with managers and university students who have a sincere interest in the field of club management. As a Faculty Advisor and Liaison Manager you should encourage students to attend conferences to see all of the opportunities, assistance and internships available to them as student members of CMAA.

Prior to arriving in our host city, call a special meeting of Conference attendees. Educate attendees on the importance and expectations of Conference to both managers and students. Professionalism and CMAA's Policy Manual should be discussed as well as personal Conference experiences and highlights. Encourage students to participate in the Student Chapter of the Year and other award programs.

## **Financial Assistance**

Liaison Managers are asked to assist in appropriating funds for student chapters. While each chapter differs in their support both physically and financially, all suggested grants should come through a request from the Liaison Manager. Many senior chapters choose to invite a certain number of students to their monthly meetings and events. Some chapters also help students by subsidizing partial dues or conference fees to get students further involved. Various chapters also "employ" student chapters. A special project (wage survey, staffing reports, etc.) that impacts a particular region or chapter, chapter website maintenance, serving for chapter events – these are ideal situations where your chapter can help the student members with fundraising as well as creating additional recognition and credibility.

Regardless of your chapter's stance on financial support, Liaison Managers and senior chapters should note that your main reason for affiliation is the support and guidance that you provide as industry leaders.

## **Career Fairs**

Liaison Managers are often asked to represent your chapter at career fairs and hospitality days at local high schools as well as universities. Many students are not familiar with club management as a field of study so this is an ideal forum for you to educate and inform students and parents about the industry. Contact area school administrators or campus career centers for information regarding booth/table space. If interested, CMAA has a table-top display you can choose to display. To request the booth or to find out more information on its use, please contact National Headquarters.

Should you have any question about your roles and responsibilities, please feel free to contact National Headquarters. **Thank you for your dedication to the future of club management.**



## Contact Information

### **Club Management Association of America**

1733 King Street  
Alexandria, VA 22314-2720  
703-739-9500  
[cmaa.org/student](http://cmaa.org/student)

### *For Dues Payment*

**Club Management Association of America**  
PO Box 37626  
Baltimore, MD 21297-3626

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