Governance & Leadership Symposium

Uniting Club Presidents and Executives Pursuing Effective Club Leadership and Governance

A CMAA Virtual Event • Thursday, November 19, 2026



Founded in 1927, the ***Club Management Association of America (CMAA)*** is the largest professional association for managers of membership clubs with more than 8,700 members throughout the US and internationally. Our members contribute to the success of 2,600 country, golf, athletic, city, faculty, military, town, and yacht clubs. CMAA promotes relationships between club management professionals and other similar professions; encourages the education and advancement of members; and provides the resources needed for clubs to operate efficiently and successfully.

Club Benchmarking delivers fact-based, actionable insight club leaders need to make informed decisions and our tools and services are built specifically for private clubs. Everything we do is grounded in data and research and we serve the full spectrum of club industry stakeholders – staff, management, boards, committees, members, owners, and industry constituents including associations. Leadership teams across the country rely on Club Benchmarking to accurately assess and benchmark the financial and operational health of their clubs. Our proven Financial Insight Model™ and Key Performance Indicators are the cornerstones of a common industry framework for understanding club finance.

People Focused, Quality Driven. When you work with ***KOPPLIN KUEBLER & WALLACE (KK&W)***, you can expect an experience that will be centered around the well-being of their clients, the candidates they place, and the industry they love. Their process has been perfected since 1996 and involves merging more than 500 years of combined expertise with a comprehensive understanding of stakeholders' needs. Their Board Dynamics/Model has been presented to over 1,000 private clubs and communities. They are an award-winning executive search and consulting firm and a trusted partner dedicated to the success of the organizations they work with.

CLUB MANAGEMENT ASSOCIATION OF AMERICA

CLUB BENCHMARKING

KOPPLIN KUEBLER & WALLACE

For further information, visit cmaa.org/summits

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Purpose: To provide the most effective governance model and enhance partnerships between the Chief Executive and the President Elect/President or Chairman of the Board.

Listed Times for the November 19 Symposium are Eastern Time

9:45–10:00 a.m. — **The Set-Up: Program overview, learning objectives, and introductions**

10:00–11:30 a.m. — **Part 1 Theory: Club Governance**

Effective Governance Models and Organizational Structure – Tom Wallace, CCM, CCE, KKW

- Organizational health
- Trends
- Leading Club Best Practices – Successful Boards
- Roles and Responsibilities – Term limits, etc.
- Board and Committee Orientations – Engagement

11:30–11:45 a.m. — **Networking Break**

11:45 a.m.–1:15 p.m. — **Part 1 Practice: Club Finance – Seeking Data**

The Link Between Strategic Governance and Understanding the Financial Model of Clubs – Chris Barron, CCM, Club Benchmarking

- Understanding the Financial Model of Clubs
- Application of the Financial Model of Clubs to Improve Governance

1:15–1:30 p.m. — **Break**

1:30–2:30 p.m. — **Part 2 Theory: Club Governance**

Effective Board Evaluations – Tom Wallace, CCM, CCE, KKW

- Self-Evaluation and Board Efficiency

2:30–3:00 p.m. — **Part 2 Practice: Club Legislation**

National Club Association Regulatory Update – Joe Trauger, National Club Association

3:00–3:15 p.m. — **Break**

3:15–4:15 p.m. — **Part 2 Practice: Club Trends – Change and Adaptation**

Club Trends – Jeff Morgan, FASAE, CAE, CMAA

- Engagement of multi-generations of members
- Strategically setting up the Board
- GM/CE and President/Chairman
- Strategy Model – VUCA, Pestel, Competitive Forces vs. Internal Resources
- Data driven decisions vs Emotional decision making

4:15–4:30 p.m. — **Moving Forward: Wrap up and key take-aways**