



Club Leadership Summit

**Uniting Club Presidents and Executives
Pursuing Effective Club Leadership and Governance**

Wednesday, September 7, 2022



The Club Management Association of America (CMAA)

is the largest professional association for managers of membership clubs with 6,800 members throughout the US and internationally. Our managers lead more than 2,500 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 club managers 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.

KOPPLIN KUEBLER & WALLACE, is the leading recruiting firm assisting clubs with executive level positions for GM/COOs, Golf Professionals, Golf Course Superintendents, Executive Chefs, Assistant General Managers, and Clubhouse Managers for private, resort, and developer owned properties. KOPPLIN KUEBLER & WALLACE has provided hundreds of seminars and workshops for private club boards, CMAA Chapter meetings, and the World-wide CMAA Conferences. Our Board Dynamics/Model Clubs, Team Development, and Leadership workshops are available to private clubs seeking help in “bullet proofing” success in this economy.



**CLUB
MANAGEMENT
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OF AMERICA**



For further information, visit cmaa.org/summits



Club Leadership Summit

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.

10:00 – 10:30 a.m.

The Set-Up: Program overview, learning objectives, and introductions



10:30 a.m. – 12:00 p.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

12:00 – 12:15 p.m.

Networking Break



12:15 – 1:45 p.m.

**Part 1 Practice: Club Finance – Seeking Data
The Link Between Strategic Governance and Understanding the
Financial Model of Clubs –
Ray Cronin/Jim Butler, CCM, CCE, PGA, Ph.D.,
Club Benchmarking**

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

1:45 – 2:00 p.m.

Break



2:00 – 3:00 p.m.

**Part 2 Theory: Club Governance
Effective Board Evaluations – Kurt Kuebler, CCM – KKW**

- Self-Evaluation and Board Efficiency

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 and
Tom Wallace, CCM, CCE, KKW**

- 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-a-ways