



**CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA**

The graphic features a light blue background with several white silhouettes of people's heads and shoulders. A large, black and white photograph of a crowd of people is shown as if it is peeling away from the bottom left corner of the graphic area.

**ADAPT.  
EVOLVE.  
IMPROVE.**

**2021 ANNUAL REPORT**

# ADAPT. EVOLVE. IMPROVE.

Our 2021 theme reflecting how CMAA Members and our Association continued to work to adapt to changing conditions, evolve as individuals and club leaders, and strive for continuous improvement.

## 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.



**CLUB  
MANAGEMENT  
ASSOCIATION  
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# CHAIRMAN'S MESSAGE



## CHAIRMAN

**Brian Kroh, CCM**

### ***Moving Forward***

In the fast-moving, always-changing times of a worldwide pandemic, I am pleased to report CMAA and the club industry at large are thriving. Our Association has focused on expanding our education and research efforts for our membership, and furthering of our Diversity, Equity, and Inclusion work, began in 2020.

CMAA's keystone is **professional education**. Work continues to regularly update the key competencies and associated education for achieving the Certified Club Manager (CCM) designation. Our National Headquarters team continues to introduce new formats for education. Most recently, with the COVID-19 pandemic, CMAA embraced technology for advanced virtual education like the 2021 Virtual World Conference & Club Business Expo, that just a few years ago was non-existent.

Building CMAA's **library of research** benefits us all, from members to the leadership of the clubs we manage, and the club industry at large. In late 2020, a blue-ribbon Task Force consisting of managers, CMAA staff, industry consultants, and vendors combined knowledge to develop the proposed Universal Club Key Performance Indicators (KPIs). Public input and comments were solicited and ultimately the final results and a white paper will be released to the industry.

Additionally, CMAA invested additional funds into expanding its research resources. A helpful win-win of impactful research results taken to individual club boardrooms and committee meetings, bring positive branding of the good works of our Association.

**Student development and engagement** remains a significant priority for CMAA's volunteers and national team. The Student Development Task Force fulfilled its goals this year and its work continues within several standing national committees. Highlights include action toward building a standardized club internship program, better transitioning recent graduates into the profession, and providing more impactful guidance and structure for university faculty – all in support of sustaining our dynamic career path and community.

In late 2021, Mark Bado, MCM, CCE, Eric Dietz, CCM, CCE, and a founding group of CMAA Chapter and national leaders created the Chairman's Fund, which is dedicated to advancing CMAA's student development efforts. This fund will be managed by **The Club Foundation** and used to directly foster Association efforts that further develop, promote, and standardize a pipeline for individuals interested in club management careers.

The Diversity and Equity in Leadership Task Force, appointed last year by then-Chairman Mark Bado, MCM, CCE, has been active. Our Association began consideration of its role in **diversity, equity, and inclusion (DEI)** in June of 2020, beginning with the creation of the Task Force. Under the direction of Board members Janine Budzius, CCM, CCE, and Richard LaRocca, CCM, CCE, the Task Force has worked earnestly since to explore these important considerations within our organization and in our industry.

The Board received a progress report with recommendations from the Task Force and devoted time and energy to work with the recommended corporate DEI consultant. At our summer meeting, the Board of Directors undertook a further examination with the assistance of an outside consultant. This exercise ensured the alignment of the Board on the mission and vision of this statement.

Based on the Task Force's recommendations and the DEI expert's guidance, the Board developed a DEI position for the administration of our Association with additional input from Chapter leaders during the September 12-14 Leadership/Legislative Conference.

In October, the CMAA Board of Directors officially published the Association's Diversity, Equity, and Inclusion (DEI) statement. Our statement reflects the role of CMAA—as an educational organization, charged with educating and building the profession of club management.

As we move forward, the statement will guide further professional development, communication, and engagement opportunities for CMAA Members, Chapters, National Committees and Task Forces, and the National Headquarters team.

As our Association's fiscal year comes to an end, I want to congratulate every CMAA member and the professional staff for succeeding in our mission during times that have tapped everyone's creativity and energy. We are an organization built by individual members, Chapters, Chapter leaders, National Committees, and National leadership, with highly professional association executives to run our organization. We are a great team, supporting each other, the clubs in which we work, and our communities.

# PRESIDENT & CEO'S MESSAGE



## PRESIDENT & CEO

Jeff Morgan, FASAE, CAE

### *Adapt. Evolve. Improve*

Throughout the year, CMAA and our National Headquarters team has worked to adapt, evolve, and improve our member education, programming, and overall offerings. Our signature annual event, **CMAA's World Conference and Club Business Expo**, was reinvented with a new, entirely virtual presentation. Despite the limitation of in-person events, CMAA remained committed to bringing the club industry together for this immersive, digital, once-in-a-lifetime experience. Attendance exceeded our in-person 2020 World Conference numbers and great connections were made despite the distance between attendees. For the CMAA HQ team, we experienced the excitement of creating something brand new using a traditional roadmap of our in-person experience. Conference was presented via an online medium that required everyone at CMAA, including our national volunteers, to learn and perfect new skills which will be applicable to educational programs in the future.

Strong demand continued for the CMAA's educational programming and networking opportunities. In May, **in-person Business Management Institutes (BMI)** returned with health and safety protocols in place. We were constantly evaluating our procedures and making necessary adjustments to do our best to keep attendees safe and comfortable.

Programming continued with in-person Summits and Conferences. First up in August 8-11, the sold-out **Communications Summit** offered in-person, engaging and interactive education, networking, and more for club communications professionals in Minneapolis, MN. The **Club Spa & Fitness Association (CSFA) Annual Conference** was presented live and in-person at The Club at Admirals Cove in Jupiter, FL, on August 25-26.

In September, we unveiled educational opportunities for club chefs with the debut of the **Chef Summit**, September 22-24, in Louisville, KY, to a capacity crowd. The **Leadership/Legislative Conference** united leaders in person in Washington, DC, September 12-14, for the first time since 2019. While neither the Mid-Management nor the National Student Education Conferences were held in 2021 due to pandemic-related circumstances, we are hopeful for their return in 2022.

Our Club Leadership Summits remained virtual for 2021, providing three opportunities for accessible education. Board of Directors from across the country took advantage of the opportunity to explore governance best practices and industry and society trends.

Beyond our educational offerings, we focused on additional resources for our new and prospective members. On September 1, CMAA unveiled a modernized and efficient **online joining process** to all new members. Simplifying the joining process and moving it online has been a goal for quite some time, and the National Board of Directors agreed that 2021 would be the year to make this happen. Now prospective members can join and pay both the local chapter and national in a single transaction. Since activated, CMAA has seen above average numbers of new members.

We have been on a multi-year journey to overhaul our **website**, CMAA.org. This process began with upgrading internal systems, a new association management software system, a review of all the dormant information in the current website, and development of a taxonomy for the future. Work continued on the project through the year and the result will officially launch in early 2022. Additional enhancements will be coming to **Club Management magazine**, our official publication, in 2022 as well.

Plans are well underway for the **2022 World Conference and Club Business Expo** where CMAA Members, Partners, Exhibitors, and the industry will gather in San Diego, CA, February 19-23. Based on the success of virtual attendance, attendees can opt for a streamlined Virtual option which includes six, live-streamed general sessions.

As you know with your own clubs, our work is never done and CMAA will continue to work in the future for the best interests of our members.

# BALANCE SHEET

## Assets

Current Assets	2021
Cash & Cash Equivalents	5,851,834
Accounts Receivable	1,087,114
Pledges Receivable	89,500
Prepaid Expenses	526,100
<b>Total Current Assets</b>	<b>7,554,548</b>
Pledge Receivable non current	141,128
Investments in Marketable Securities	4,982,119
Other Assets	271,737
Property & Equipment	1,408,897
<b>Total Assets</b>	<b>14,358,429</b>

## Liabilities and Net Assets

Accounts Payable	115,861
Accrued Expenses	1,117,937
Deferred Income	4,521,760
Paycheck Protection Program loan	488,603
Mortgage Payable, Current Portion	82,737
<b>Total Current Liabilities</b>	<b>6,326,898</b>
Mortgage Payable, Long Term Portion	2,168,775
Other Liabilities	271,737
Net Assets	5,591,019
<b>Total Liabilities and Net Assets</b>	<b>14,358,429</b>



# STATEMENT OF REVENUE & EXPENSES

## Revenues

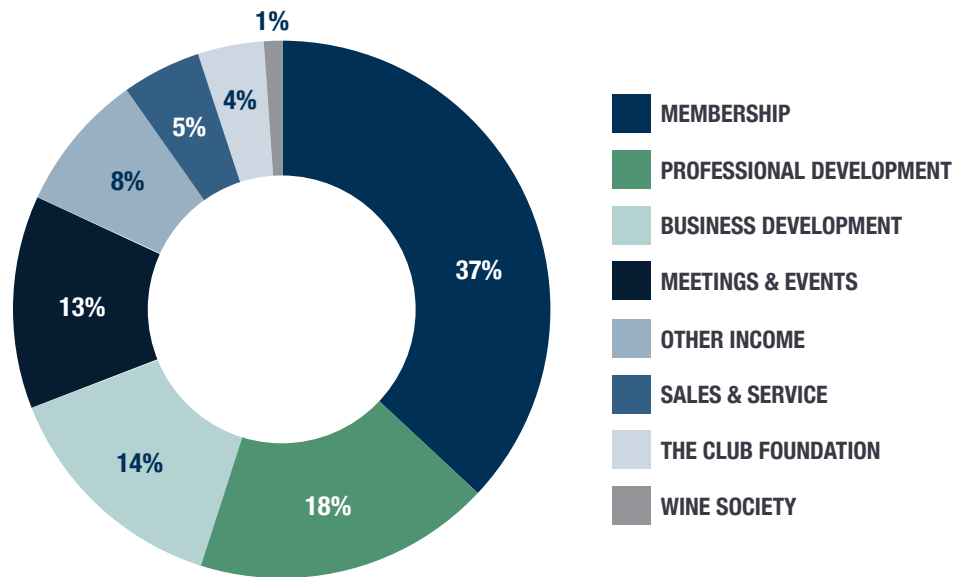
Member Dues	3,595,289
Meetings & Events	1,253,106
Professional Development	1,773,649
Business Development	1,228,944
The Club Foundation Contributions and other income	402,826
<b>Investment Income</b>	568,179
Career Services and Other	380,962
Employee Retention Credit Income	182,000
Advertising Income and Other	145,098
Wine Society	85,057
<b>Total Revenues</b>	<b>9,615,110</b>

## Expenses

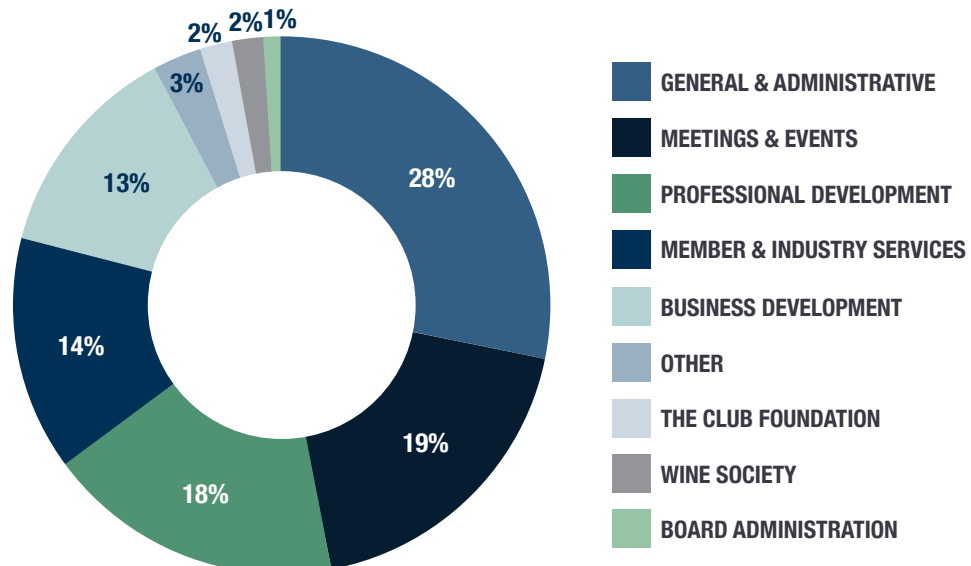
Meetings & Events	1,640,902
Professional Development	1,527,715
General Admin & Board Comm	2,508,415
Business Development	1,045,588
The Club Foundation	186,247
Member Services	1,222,141
Wine Society	163,788
Other Expenses	221,671
<b>Total Expenses</b>	<b>8,516,467</b>
Change in Temporarily Restricted Net Assets	225,451
Changes in Net Assets	1,324,094
<b>Net Assets beginning of year</b>	<b>4,266,925</b>
<b>Net Assets end of year</b>	<b>5,591,019</b>

# OTHER

## CMAA Consolidated Operating Revenue by Source *Fiscal Year 2021*



## CMAA Consolidated Operating Expenses by Activity *Fiscal Year 2021*



# MEMBERSHIP PROFILE & ENGAGEMENT

## 2021 MEMBERS

### *A Banner Year for Membership Growth and a New Online Joining Process!*

On September 1, 2021, CMAA unveiled a streamlined and efficient online joining process to all new members. Simplifying the joining process and moving it online has been a goal for quite some time, and the CMAA National Board agreed that 2021 would be the year to make this happen.

The new process allows the applicant to fill out an online form and pay both National and Chapter dues at the same time. The applicant then goes into a pending mode where the Chapter approves them within two business days. CMAA has partnered with Billhighway to disburse the Chapter dues payments to the Chapters monthly. Since the system was introduced, CMAA has welcomed 100-plus members in the months of September, October, and November, which is above typical joining numbers (CMAA averages 55 new professional members each month).

The online joining process replaced a very cumbersome application process where new members filled out paper forms and mailed them, along with two dues checks, to the Chapter of record. Then, the Chapter would approve the application, sign it, and send it to CMAA National Headquarters with the National dues check. This process could take weeks, sometimes months, and did not make for a warm welcome into the Association. The former elongated process also had effects on members' certification dates.

The upgrade to the new member application process has received high praise from prospective and current members and Chapter leaders.

New CMAA Professional Members			
Month	2019	2020	2021
January	73	85	45
February	80	67	85
March	49	59	70
April	68	38	73
May	51	36	42
June	46	27	62
July	50	27	61
August	43	22	48
September	46	57	130
October	90	67	110
November	81	76	105
December	69	44	93
<b>Total</b>	<b>746</b>	<b>605</b>	<b>924</b>

*\*Shaded Areas: Impacted by COVID-19*

# GENERAL MEMBER PROFILE

**6,713**

**TOTAL NUMBER  
OF MEMBERS**

**924**

**NEW PROFESSIONAL/  
ALUMNUS MEMBERS**

**622**

**NEW STUDENT  
MEMBERS**

**147**

**GRADUATING STUDENT  
MEMBERS**

## 2021 LONGEVITY

Many years ago, the CMAA Board of Directors established a Longevity Program to show their 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. Each year, members who reach these milestones 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 2021. Together, these individuals have a combined total of **6,930 CMAA membership years** — an unbelievable commitment!

### ***Notable Membership Milestones***

#### **CELEBRATED 50 YEARS:**

Howard T. Blethen, CCM  
Richard A. Bruner, CCM, CCE  
William H. Diehl, CCM  
John S. Frank, CCM  
Lynn G. Fry, CCM

Roger E. Haymond, CCM  
Stephen B. Padar, CCM  
James E. Petzing, CCM  
Frank T. Stover, CCM

#### **CELEBRATED 60 YEARS:**

Louis A. Crump

**CONGRATULATIONS  
TO ALL WHO REACHED  
A MILESTONE  
IN 2021!**

# CHAPTER PROFILE

**40**

**CMAA CHAPTERS**

**39**

**CMAA STUDENT CHAPTERS  
& COLONIES**

**619**

**CHAPTER OFFICERS,  
DIRECTORS, & CHAIRMEN**

**35**

**CHAPTER MANAGING  
DIRECTORS**

**43**

**across seven  
categories**

**IDEA FAIR FOR  
CHAPTER ENTRIES**

**17**

**CHAPTER OF THE  
YEAR ENTRIES**



# MEMBER COMMUNITIES

CMAA's member communities offer both in-person and online connection opportunities. CMAA Connect continues to provide thousands of CMAA members with a more enriching membership experience.

## *Students*

Student members continued to have monthly education calls with CMAA Professional members focusing on leading club departments, as well as monthly coaching calls with Kevin MacDonald and Shelley MacDougall, CMAA's executive coaches. This year, we launched a monthly student newsletter that highlighted all upcoming calls, applicable deadlines, and reminders. Between the newsletter and a new Instagram page for CMAA students, communication and engagement between the National Headquarters and the faculty/student membership at large has soared!

## *Wine Society*

In 2021, the Wine Society was comprised of 358 members. The Wine Society raised more than \$60,000 through its Virtual Auction held in conjunction with The Club Foundation, with a portion of funds benefiting the Foundation. The Wine Society offered more webinars throughout the year, where some had wines provided to the Society membership at no additional cost for the full tasting and education experience.



## *Women in Club Management (WIN):*

The community has been very active on CMAA Connect and via video conferencing. Since April of 2020, monthly video conferencing coaching calls have been held by Shelley MacDougall and our own CMAA WIN members. Member-led calls allowed facilitators to choose the topic of conversation and share their expertise and keep conversation going with our group. Three additional video calls were presented by female leaders from other industries as well. This perspective allowed our members to hear first-hand how these strong women lead, learn, and stay passionate and driven in their roles – and apply some of that same enthusiasm to their club management positions.



# MEMBER COMMUNICATIONS

## Club Management Weekly

*Club Management Weekly* extends the content of CMAA's official magazine and brings leading management and leadership resources to a weekly, easily digestible format. Harnessing Artificial Intelligence technology, one's reading preferences determine the content included in each individualized edition. *Club Management Weekly* pulls from sources such as the *Harvard Business Review* and *Fast Company*, as well as CMAA sources like Let's Talk Club Management (CMAA's podcast), Club Management magazine, and the *Legislative Report*. Approximately 35 percent of CMAA members open and read this weekly email every Monday.

### Most Read Topic Areas:

21,099

MANAGEMENT

16,741

EMPLOYMENT

11,484

LEADERSHIP

10,461

WANT vs. NEED

10,279

PROPERTY

## Let's Talk Club Management Podcast

The podcast, featuring stories of interest to club management professionals, has reached 14,268 plays, up 26 percent from 2020. It is now available on Spotify in addition to Soundcloud and Apple Podcasts as well as CMAA's website.



LET'S TALK  
CLUB MANAGEMENT

### Social Media by Followers:

in

15,982

LINKEDIN



5,642

TWITTER

f

2,938

FACEBOOK



2,221

INSTAGRAM

# ADVOCACY

## ***Maximizing Virtual Grassroots Collaboration and Engagement***

- » **Detailed the latest information on all passed and proposed COVID-19-related legislation including:**
  - HR1319, known as the American Rescue Act - It was the largest COVID-related stimulus to date and includes rebate payments to individuals, unemployment insurance enhancement, and aid to state and local governments. Highlights of interest to the club industry included changes to the Payroll Protection Program, further extension of the Employee Retention Tax Credit (including the latest clarifying guidance from the Internal Revenue Service), and changes to the paid sick and family leave tax credits.
  - HR 3684, the INVEST in America Act – In which, Congress retroactively ended the Employee Retention Tax Credit (ERTC) effective September 30, 2021.
- » **Monitored and reported the latest status and updates on regulatory issues including:**
  - H-2B visa supply and demand
  - Department of Labor's withdrawal of Independent Contract rule
  - Department of Labor's implementation of the Tip Credit rule
  - Occupational Safety & Health Administration's Emergency Temporary Standard on Vaccination and Testing Requirements for Employers of 100 or more
- » **Activated CMAA's Advocates to engage directly with lawmakers on pressing issues throughout the year, including:**
  - "H-2B Returning Worker Exception Act of 2021," HR 3897 - a bill which would create a permanent H-2B returning worker cap exemption and include some program efficiency and integrity measures.
  - House Appropriations Committee consideration of the Fiscal Year 2022 Department of Labor Appropriations bill – Language was included that would have devastated the H-2B program and make it virtually impossible for many clubs to use the program.
- » **Participated in multiple initiatives through We Are Golf, the Waters Advocacy Coalition, and the H-2B Workforce Coalition, and supported efforts on the issues the Navigable Waters Protection rule and H-2B visa access and supply.**



- » **Orchestrated CMAA's participation in the first virtual National Golf Day.** On Wednesday, May 12, the golf industry united for its 13th annual event. More than 200 industry professionals addressed the most pressing issues facing the industry, including workforce and labor, environmental, and health related legislation and regulation. Participants educated lawmakers on: golf's role in protecting the environment through the adoption of the Golf Course Best Management Practices in all 50 states; the Personal Health Investment Today (PHIT) Act, S844/HR3109, which would allow individuals to use their HRA/FSA pre-tax dollars to invest in physical activity expenses; and the need for a trained, legal, and available seasonal workforce to address our industry's labor gap by instituting the returning worker exemption (defined as a worker who previously counted against the annual cap in the previous three fiscal years) to the existing H-2B visa program. CMAA's entire Advocacy Committee led by William Shonk, CCM, CCE, joined advocates from across the golf industry and participated in the entirety of the event. Committee members participated in multiple virtual video meetings with representatives from their Congressional districts and states – Arizona, California, Connecticut, Florida, Kentucky, Massachusetts, Nebraska, New Mexico, New York, Pennsylvania, South Carolina, Texas, and Virginia. CMAA was further represented by multiple other interested Legislative Chairs and CMAA members who attended from all over the country. Many other CMAA members supported #NationalGolfDay virtually.
- » **Presented multiple education webinars leveraging industry legal expertise on the latest issues and incorporated more legislative and regulatory news in the Let's Talk Club Management podcast.**

# CLUB RESOURCE CENTER (CRC)



**ClubResourceCenter**  
Changing the way the club industry trains.

**207**

ACTIVE CLUBS

**18,904**

TRAINING COURSES  
ACCESSED

**13,518**

TOTAL USER SIGN-INS

**160**

NUMBER OF COURSES  
AVAILABLE



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# CLUB CAREERS



Across all categories, CMAA showcased an unprecedented number of job openings in 2021. The member-only Managerial Openings List (MOL) continues to be a most valuable resource for members and the most visited page on [cmaa.org](http://cmaa.org). CMAA has four job boards: Internships, Entry-Level Opportunities (ELO), Mid-Management Opportunities (MMCO), and the Managerial Openings List (MOL). Internships and the ELO are free listings; the MMCO and MOL are charged based on salary range.

CMAA continues a collaboration with Erin Kennedy of Professional Résumé Services. This company has multiple writers and editors that work with members start to finish on a résumé that will get them noticed by potential employers. CMAA negotiated a reduced rate for this important member benefit.

Coaching services continue to be utilized during the pandemic by members in all phases of their career. CMAA's Coaches Kevin MacDonald and Shelley MacDougall were in high demand during 2021 for one-on-one calls as well as using Zoom for various chapter meetings, club functions, and at the 2021 Virtual World Conference and Club Business Expo

# CONFERENCES, EVENTS, & SUMMITS

## CONFERENCES

### 2021 Virtual World Conference and Club Business Expo, March 8-12, Anywhere



CMAA's World Conference and Club Business Expo was reinvented for 2021 with a new, entirely virtual presentation. CMAA remained committed to bringing the club industry together for professional development, networking, idea sharing, and more. This decision was made after extensive consultation with our venue partners including Visit Tampa Bay, the Tampa Convention Center, and our host hotels, and in consideration of current state mandated operating restrictions, safety and health regulations, and the input from CMAA's recent member survey. Tampa is an amazing location and CMAA will return for the event in February 2025.

With a virtual event, CMAA held its first Virtual Idea Fair. With more than 270 entries in 19 categories, it was a huge success. Entries were submitted online and were cataloged and displayed in CMAA Connect for members to peruse. The Co-Chairs of the Idea Fair Judging Committee, Ricky Potts and Amber Read, then presented a session during CMAA's Virtual World Conference where they talked about the winning ideas with the members that entered them. It was very well received.

The ease and success of the online entry system then inspired the National Headquarters team to improve the current entry and production system for all Idea Fairs. This model was used for the 2021 Chapter Idea Fair at the Leadership/Legislative Conference, and it worked very well – Chapters submitted online entry boards and they were printed via CMAA for onsite, in-person display. The member feedback about this change has been extremely positive, so CMAA intends to continue printing idea boards for both Idea Fair and Chapter Idea Fair for the foreseeable future. Entries will still be cataloged for all to see in CMAA Connect.

#### *By the Numbers:*

- » First-Time Attendees: **340**
- » Average Session Rating: **4.51/5.0**
- » Individual Sessions Offered: **68**
- » Percentage of Speakers Who Were First-Time Presenters: **51%**
- » Idea Fair Entries: **270 entries across 19 categories**
- » Club Business Expo Exhibiting Companies: **88**
- » New Exhibitors: **20**
- » Largest increase of companies representing: **Furniture and Club Technology**

## Leadership/Legislative Conference, September 12-14, Washington, DC



CMAA's reunited in-person at historic Mayflower Hotel. More than 150 CMAA Leaders participated in the three-day, in-person event. All programming was designed specifically for aspiring, current, and sustaining club industry leaders. Attendees engaged in interactive programs, workshops, and breakout sessions. Highlights included leadership- and legislative-focused sessions; a DEI Workshop; Chapter Management Breakout Sessions; and legal and tax updates. Participants enjoyed connecting with old friends, celebrating Chapter successes at the Awards Lunch, and making new memories during entertaining networking experiences at the Metropolitan Club of the City of Washington, and a football-themed networking evening.

Chapter leaders submitted 43 Idea Fair for Chapters entries and all entries were archived and are available through CMAA's Connect Community. The 2022 event will be held again at the Mayflower Hotel in Washington, DC.

## EVENTS

### Return to In-Person Programming

CMAA conducted all educational programs including its Business Management Institutes and World Conference in a virtual format for the first quarter of 2021. With health and safety protocols for attendees, speakers, and staff in place, CMAA returned its events to an in-person format beginning with BMI Golf Management in May.



## SUMMITS



### **Communications Summit, August 8-11, Minneapolis, MN**

In an effort to serve the entire club management community, CMAA created the Communications Summit in 2019. After presenting the event virtually in 2020, this summit returned as an in-person event from August 8-11, 2021, in Minneapolis, MN, with 76 people in attendance. Topics such as personal leadership, budgeting, crisis communications, and video recording were covered.



### **Chef Summit, September 21-23, Louisville, KY**

The inaugural Chef Summit was created specifically for club chefs to advance and develop their club leadership, finance, and governance acumen. A sold-out crowd of attendees indulged in all that Louisville had to offer including visits to several veritable bastions of Kentucky hospitality - Maker's Mark Distillery, Buffalo Trace Distillery, the home of the Kentucky Derby and thoroughbred racing, Churchill Downs, the Louisville Thoroughbred Society, the city's newest private club that features unique experiences for the thoroughbred enthusiast, and Big Spring Country Club, offering a rich history of dining, championship golf, unparalleled swimming and tennis facilities, fellowship, and camaraderie among its members for almost 90 years.



# CERTIFICATION & PROFESSIONAL DEVELOPMENT

## BUSINESS MANAGEMENT INSTITUTES



## CERTIFICATION



## WEBINARS

In order to continue to meet the needs of its members, CMAA offered 18 webinars in 2021. The webinars offered timely and relevant information. All of the certification competency areas were covered with webinars in 2021.



# PARTNERSHIP NETWORK

16

PARTICIPATING  
COMPANIES

2

STRATEGIC  
PARTNERS

7

BUSINESS  
PARTNERS

7

EDUCATION  
PARTNERS

The CMAA Partnership Network is made up of trusted companies with a strong commitment to the success of the club industry and support of CMAA programming. Partners are not only intricately engaged in fulfilling CMAA's mission, but they have also provided the strongest foundation on which our members have learned to navigate these incredibly challenging times. Through this network, we share expertise, resources, and common goals for the strength and future of the industry.

***Thank you to our 2021  
CMAA Corporate Partners!***

**NEW FOR 2021**  
**CLUB BENCHMARKING**  
**MCMAHON GROUP**  
**PULSAR SECURITY**



# Building a Stronger Club Industry Together!

## CMAA Strategic Partners



## CMAA Business Partners



## CMAA Education Partners



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.



Additional thanks go to CSFA's Legacy Partner, Peacock + Lewis, for their support and dedication to our industry over many years.



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Learn more about CMAA Partners at  
[cmaa.org/business/partnerships.html](http://cmaa.org/business/partnerships.html)

# RESEARCH INITIATIVES

## Best Practices Exchange Community

- » Available through CMAA Connect
  - » Number of Total Discussions: 1,900+
  - » Total Members Participating: 454
- 

## 2021 Finance and Operations Report

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

## Compensation and Benefits Survey

- » Completed Data Collection for the 2021 Compensation and Benefits Survey
  - » More than 600 clubs responded
  - » First Compensation and Benefits Survey since 2018 due to pandemic
  - » Report will be released early January 2022 to participants and Club Resource Center subscribers
- 

## Other Projects

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

# 2021 BOARD OF DIRECTORS



*(Pictured Left to Right)*

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

**Casey Newman, CCM,**  
River Oaks Country Club,  
Houston, TX

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

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

**CMAA President & CEO  
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**Immediate Past Chairman  
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Princess Anne Country Club,  
Virginia Beach, VA

**Janine Budzius, CCM, CCE,**  
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Gladwyne, PA

**Eric Dietz, CCM, CCE, PGA,**  
Mountain Lake, Lake Wales, FL

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

# SUBSIDIARIES

## THE CLUB FOUNDATION

The mission of The Club Foundation is to financially support the club management profession through education, research, and outreach initiatives.

### Total Contributions from Individuals, Chapters, & Clubs: \$476,028

The Club Foundation is deeply grateful for all the donors who contributed funds to support our mission of providing scholarships and grants to professionals in the industry.



#### The Club Foundation Donors (FY2021 – November 2020 – October 2021)

##### Diamond

**\$50,000+**

Club Management Association  
of America

##### Ruby

**\$10,000-49,999**

CMAA Wine Society

##### Emerald

**\$2,500-4,999**

Florida Chapter  
Robert Sereci, CCM  
St. Louis District Chapter  
Burton Ward, CCM, CCE

##### Sapphire

**\$1,000-2,499**

Albert B. Antonez, CCM, CCE  
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Paul Bovenzi, CCM  
Janine M. Budzius, CCM, CCE  
ClubProcure  
Connecticut Chapter  
Cheikhou T. Diagne  
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Carmen Mauceri, CCM  
Michael McCarthy  
Timothy P. Minahan, CCM, CCE  
Jeffrey D. Morgan, FASAE, CAE  
John M. Schultz, Sr., CCM, CCE  
Upper Midwest Chapter  
E. Ned Welch, CCM, CCE  
Michael S. Wheeler, MCM, CCE  
Wisconsin Badger Chapter

##### Ambassador

**\$500-999**

Addison Reserve Country Club  
Charles Dimpfl, CCM  
Evergreen Chapter  
Lloyd Gillespie, CCM  
Kopplin Kuebler & Wallace  
A. Dennis Michel  
New England Chapter  
New Jersey Chapter  
Mitchell S. Platt, MCM, CCE  
Susan Schenkel, CCM, CCE  
Sunny Atlantic Beach Club  
Howard Taub

### By the Numbers

#### Number of Scholarships Award FY2021:

- » James B. Singerling Scholarship: 7
- » Willmoore H. Kendall Scholarship: 5
- » Sally Burns Rambo Scholarship: 6
- » LaRocca Family Executive Scholarship: 3
- » Joe Perdue Scholarship: 7
- » Student Chapter Grants: 6

#### Outreach Initiative:

- » \$20,000 to Tee It Up For The Troops

#### Percent of CMAA and CF Board of Directors Who Donated to CF in FY2021:

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



## Patron

### \$200-499

Christopher B. Aguilar  
Amelia Island Club  
Haissam Baityeh, CCM, CCE  
Ronald A. Banaszak, Jr., CCM, CCE  
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Derek Buckley, CCM  
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Patricia A. Calder, CCM, CCE  
James D. Cardamone, CCM, CCE  
Jasmine Castronuovo  
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Steve E. Chatelain  
Clear Creek Tahoe  
Annette Corbett  
Augusto Correa  
Country Club of Little Rock  
Country Club of New Canaan  
Gregory C. Crawford, CCM, CCE  
Andrea L. Curthoys, CCM  
Cosmin Dalalau  
Zinaida Dambrouskaya  
Kal A. Darres, CCM  
Federica Davis

Jean-Pierre de Delva  
Donna Dickson  
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Eric J. Hogan  
Dustin A. Dunn  
Ernie Dunn  
Cynthia Enanoria, CCM  
Michael Fay, CCM, CCE, CAM  
Terrence Feeney, CCM  
Michael Ferguson  
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Michael O. Fleig, CCM  
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Michael Gibson, CCM  
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GSI Executive Search  
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Sarah Jane Lowe

Richard Marr  
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David Andrew Olds  
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Donna Otis, CCM, CCE  
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Quail Creek Country Club - FL  
Sandeep Rawat  
Marisa D. Reilly  
Laura J. Rexilius, CCM  
Christopher J. Rhodes  
Eric J. Rhodes, CCM, CCE  
Jordin Robinson  
William Roman

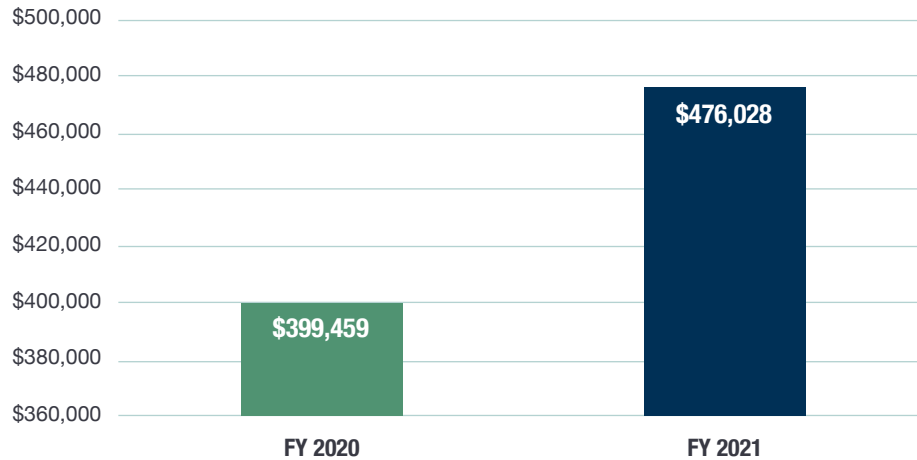
Edward J. Ronan, CCM, CCE  
Royal Oaks Country Club, Houston  
Randy J. Ruder, CCM, CCE  
Ashly Ryan, CCM  
Salem Country Club  
Thomas Schunn, CCM, CCE  
Scioto Country Club  
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John Tieng, CCM  
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Adam Williams  
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Gregory P. Wolf, CCM, CCE  
Woodway Country Club  
Lisa Wright

...AND 2,100 MORE DONORS WHO CONTRIBUTED BETWEEN \$1 TO \$199.

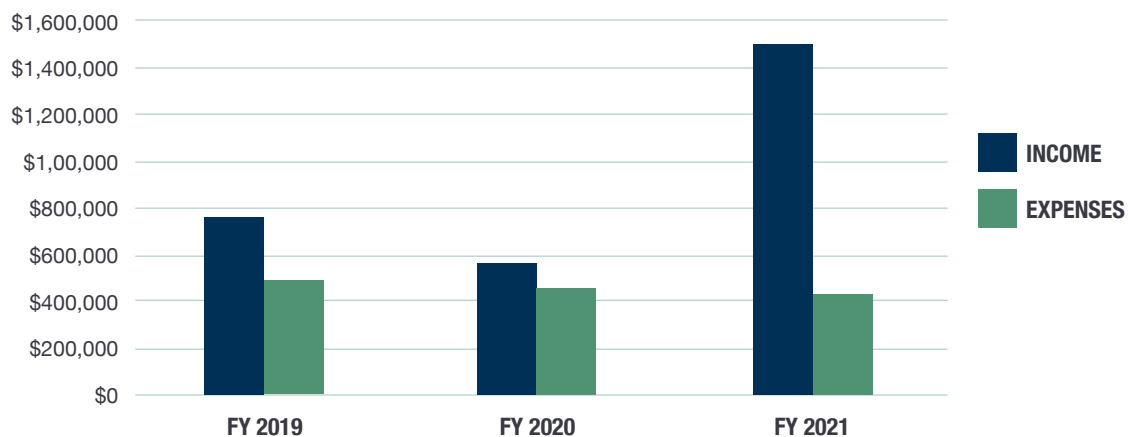
***View the complete list of 2021 donors [here!](#)***

## Total Contributions

### *Individual, Members, Chapters*



## Revenue vs. Expenses





## The Club Foundation Board of Governors



### *Pictured Left to Right*

#### *(First Row)*

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

**Fred Palmer,** Club Car

**Mitchell Platt, MCM, CCE,**  
Cosmos Club, Washington, DC

**Treasurer LuAnn Giovannelli,**  
**CCM, CAM,** Bay Colony  
Community Association,  
Naples, FL

**Chairman Burton Ward, CCM,**  
**CCE,** Century Country Club,  
Purchase, NY

#### *(Second Row)*

**Jeffrey Morgan, FASAE,**  
**CAE,** CMAA President & CEO,  
Alexandria, VA

**Mark Bado, MCM, CCE,**  
Houston Country Club,  
Houston, TX

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

**Cheikhou Diagne,**  
The Springhaven Club,  
Swarthmore, PA

#### *(Not Pictured)*

**Vice-Chairman Nicholas**  
**LaRocca,** Muirfield Village  
Golf Club, Dublin, OH

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

**Elisha Cicerone, CCM,**  
Charlotte City Club,  
Charlotte, NC

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

**Joe Oswald,** Jonas Software

**Donna Otis, CCM, CCE,**  
The Bridges at Rancho Santa  
Fe, Rancho Santa Fe, CA

**Mike Parkhurst,** Textron Golf,

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

# CLUB SPA & FITNESS ASSOCIATION



The Club Spa & Fitness Association (CSFA) is a subsidiary association of CMAA and is the sole national association for 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 club sector.

## Education & Professional Development

- » Provided 15 educational webinars on variety of topics within club wellness
- » Held 2021 Annual Conference with 120 attendees at The Club at Admirals Cove in Jupiter, FL, including education sessions, CSFA reception, corporate partner showcase, CSFA business meeting, panel and round-table discussion, and keynote address
- » Promotion of CMAA education events, including CMAA World Conference, BMIs, and webinars

## Research

- » 2020 Finance & Operations Report (November 2020)
- » 2021 Education & Events Survey (August 2021)

## Community & Communications

- » Established three CSFA member Committees: Membership, Education, and Conference
- » Facilitated numerous active discussions on CSFA Connect
- » Introduced "Member News" in What's Happening This Month e-newsletter to highlight professional and personal achievements among membership
- » Published Volumes I, II, and III of the CSFA newsletter
- » Created a CSFA Career Center on the website, featuring the job board and professional development resources provided by CSFA partners
- » Utilized CSFA's social media channels to relay association and partner messaging (Instagram, Twitter, LinkedIn)

### ***CSFA By the Numbers***

- » Members: **165**
- » Corporate Partners: **14 (1 Platinum Partners; 13 Silver Partners)**
- » Secured 6 new partners: **Clean Republic (Jan. 2021); Kopplin Kuebler & Wallace (Jan. 2021); Power Plate (Feb. 2021); GSI Executive Search (April 2021); miha bodytec (August 2021); and Viora, Inc. (August 2021)**
- » Board of Directors: **8 Directors, representing 6 states**



## CSFA Board of Directors



### *Pictured Left to Right*

**Matthew Spangenberg,**  
Ocean Forest Golf Club, Sea Island, GA

**CMAA Board Liaison Joe Mendez, CCM,**  
**CCE,** Riverton Country Club, Cinnaminson, NJ

**Secretary-Treasurer Lukasz Monka,**  
The Landings Club, Savannah, GA

**Chair Luis Bracamonte,**  
Ocean Reef Club, Key Largo, FL

**Vice Chair Brendan Crotty,**  
River Oaks Country Club, Houston, TX

**Janine Rich,**  
Baltimore Country Club, Lutherville, MD

**Managing Director Katherine Lord,**  
Alexandria, VA

### *(Not Pictured)*

**Kevin B. Caldabaugh,**  
John's Island Club, Vero Beach, FL

**Past Chair John Porter,**  
Army Navy Country Club, Arlington, VA



**CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA**

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