

# Board Brief



**CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA**

September/October 2022

## Research Trends

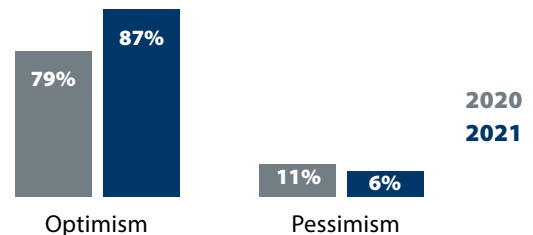
### Understanding A Club Leader’s Perspective: Emerging Trends and Challenges

This year, GGA Partners has again teamed up with the CMAA Research Committee to administer a research survey for members of the Association. The survey – *A Club Leader’s Perspective: Emerging Trends & Challenges* – serves as a contemporary update on the pressing needs of CMAA managers and looks at emerging trends and challenges from the perspective of those in club management.

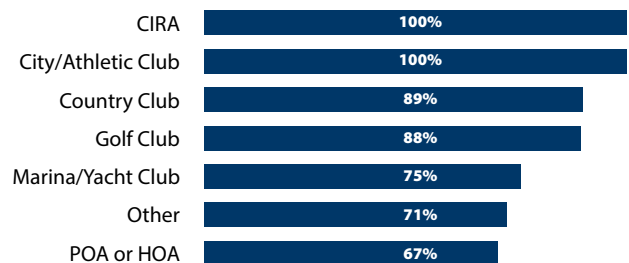
This report was designed to gauge the impact of the ongoing coronavirus pandemic on club operations and its ripple effects into 2022 and beyond, and the research results will help club managers and their boards better prepare for the next normal. This month, we’ll look at data from the Industry Outlook section in this edition – but you can find more data in the full report.

Club leaders’ optimism continues to rise regarding the economic outlook of the club industry. After navigating the pandemic with record highs in club utilization, just under nine in ten leaders report overall levels of optimism, a significant improvement from a year ago. However, Marina/Yacht and POA/HOA leaders feel less optimistic about the future on average.

**Club leaders’ optimism continues to rise regarding the economic outlook of the club industry.**



Marina/Yacht and POA/HOA leaders on average, are less optimistic about the future.



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## Leaders Identifying New and Significant Challenges in These Areas



**Human Resources 77%**  
*up from 54%*  
*Year Over Year (YoY)*



**Capital Projects 40%**  
*down from 41% YoY*



**Technology 34%**  
*down from 41% YoY*



**Governance 25%**  
*down from 29% YoY*



**Membership 18%**  
*down from 33% YoY*



**Finance 14%**  
*down from 33% YoY*

New and significant challenges in human resources identified as an increasing concern. More than three quarters of leaders identified new and significant challenges related to human resources, with four-in-ten pointing to challenges with capital projects.

Other areas of concern included technology (34 percent, down from 41 percent year over year), governance (25 percent, down from 29 percent year over year), membership (18 percent, down from 33 percent year over year), and finance (14 percent, down from 33 percent year over year).

Given the ever-evolving landscape of the COVID-19 pandemic and its changing impact on the workplace, time will tell what the lasting impacts will be for clubs.

*Source: GGA Partners A Club Leader's Perspective: Emerging Trends & Challenges Survey, Dec 2021-Feb 2022*

## Best Practices: Considering an Off-Site Board Retreat

When you plan your annual Board Retreat, you have two choices – on-site or off site? Annual Board retreats are a governance best practice, encouraging Board members to fruitfully engage in meaningful dialogue and consideration. How can your Board maximize this annual event?

### What are the benefits of an off-site retreat?

**Opportunity to Focus** – Away from the club, both the members of the Board of Directors and the attending members of the club staff team have limited distractions and interruptions. Participants can focus exclusively on the mission at hand.

**Breaking Routine** – In a new setting outside of the club where routine Board meetings are normally held, Board members may step out of their traditional roles and be more open in their inquiries and expressions. Additionally, breaking out of routine can allow for the easier generation of new ideas.

**Valuable Interaction** – In today's COVID-19 world and proliferation of virtual meetings, an off-site retreat will provide great opportunities for official in-person meeting interaction as well as more casual engagement at meals and breaks. These stronger connections can lead to a stronger Board team.

**Get New Ideas (and Secret Shop the Competition)** – By selecting another private club, restaurant, hotel, or other hospitality venue in or near your community for your site, your participants can explore the other spaces that your club members frequent. Your Board can observe other elements that current or potential members are seeking and consider what sets your brand apart.

**Build Energy** – Dedicated time away from normal roles and responsibilities can provide a much-needed break for your Board and staff team. A well-executed agenda and schedule can help energize participants and generate renewed enthusiasm and engagement.

Consider all the options for Board Retreats to make them successful!



## Legal, Legislative, & Regulatory Update

### Golf Courses Are Using Less Water

With significant drought affecting many western areas of the country, golf courses have been subjected to increased scrutiny for their usage of water and subjected to additional restrictions. In many states, their use of water has been characterized as excessive. What does the research say? How much water does a golf course use? What sources do golf courses use?

Recent research released by the Golf Course Superintendents Association of America (GCSAA) helps to provide clarity and informed decision-making for state decisionmakers and lawmakers on this issue. According to the recently released data, US golf courses used 29 percent less water in 2020, compared with usage in 2005. The 2021 survey was conducted by the Golf Course Superintendents Association of America (GCSAA) and funded by the GCSAA Foundation as part of its Golf Course Environmental Profile program, which began in 2005.

The report found that US golf facilities applied approximately 1.68 million acre-feet of water in 2020, a 29 percent reduction since 2005. The most common sources of water were wells (32 percent) and lakes and ponds (23 percent). Less water was applied in 2020 from each water source than in 2005 except for recycled water (21 percent).

Two-thirds of the reduction was likely a result of operational golf facilities applying water more efficiently. Additionally, the implementation of best management practices such as keeping turf drier, pruning tree roots, changing to a more drought-tolerant turfgrass, mulching landscape beds, and increasing no-mow acres were significantly associated with reductions in water application.

Learn more at [gcsaa.org/media/news-release/2022/07/26/golf-courses-reduce-water-usage-by-29-percent-according-to-national-survey](https://gcsaa.org/media/news-release/2022/07/26/golf-courses-reduce-water-usage-by-29-percent-according-to-national-survey).



## CMAA News & Announcements

### Club Careers: Are You Looking for Your Club's Next Leader?

List your position with CMAA's Club Careers and advertise directly to CMAA members who are seeking new opportunities, both at the executive or mid-management levels.

If you are seeking executive management personnel, CMAA's Managerial Openings List (MOL) will connect you with club management professionals seeking roles as General Managers, Chief Operating Officers, and Chief Operating Officers. All postings on this list have salary ranges at \$75,000 or above.

If your club is seeking mid-management personnel, CMAA's Mid-Management Openings List (MMCO) will connect you with club management professionals seeking roles Clubhouse Managers, Food and Beverage Managers, Banquet Managers, among others. All postings on this list have salary ranges under \$75,000.

(Please note: For positions with salaries that straddle the \$75,000 salary range, jobs will be listed on both pages.)

Additional resources are available including sample job descriptions and the Interim Management List, an online listing of CMAA members who are available to fulfill various interim management positions.

Since the inception of ClubCareers in 2003, the site has posted thousands of jobs, connecting clubs with CMAA-educated professionals.

For more information, visit [cmaa.org/careers/](https://cmaa.org/careers/).

### Board Education Opportunity Set for November 30

On November 30, CMAA's Club Leadership Summit will be held at the Beach Point Club in Mamaroneck, NY. These Summits bring together club's elected leader(s) and their club management professional for cooperative education focused on establishing your club's strategic direction and improving alignment.

Situated on Long Island Sound, the Beach Point Club boasts breathtaking views, a beautiful clubhouse with a first-rate dining program, a full-service marina, youth programs, tennis courts and a platform tennis complex, an outdoor dining pavilion, swimming pools, cabanas, and a beach.

Get better prepared for your role with informative presentations on best practices and trends, including:

- **Governance** – evaluating organizational health; board orientations, self-evaluation, and efficacy; roles and responsibilities; and evolving trends
- **Finance** – exploring the financial model of clubs and its relevancy to successful governance; using a data-driven decision-making process
- **Club Demographic Changes** – engaging multi-generations of members; embracing strategy

These highly rated Summits are presented in partnership with Kopplin Kuebler & Wallace.

For more information including the full event agenda or to register, please visit [cmaa.org/learn/meetings-and-events/club-leadership-summits-2022/](https://cmaa.org/learn/meetings-and-events/club-leadership-summits-2022/).

**The Board Brief** is a publication of the Club Management Association of America. Founded in 1927, CMAA is the largest professional association for managers of membership clubs with 6,800 members throughout the US and internationally. Our members contribute to the success of more than 2,500 country, golf, athletic, city, faculty, military, town, and yacht clubs. The objectives of the Association are to promote relationships between club management professionals and other similar professions; to encourage the education and advancement of members; and to provide the resources needed for efficient and successful club operations. Under the covenants of professionalism, education, leadership, and community, CMAA continues to extend its reach as the leader in the club management practice. CMAA is headquartered in Alexandria, VA, with more than 40 professional chapters and more than 40 student chapters and colonies. Learn more at [cmaa.org](https://cmaa.org).