



**CLUB  
MANAGEMENT  
ASSOCIATION  
OF AMERICA**

# 2024-2028 Strategic Plan

- 1. The Club Professional** – CMAA will continue to grow and evolve its education, certification, and related programs/offerings for club management professionals.
  - a. Ensure the Certified Club Manager (CCM) remains the hallmark of the profession; clarify the awareness and definition of the CCM certification.
  - b. Complete the next edition of the *Contemporary Club Management* textbook and integrate it into Business Management Institutes (BMI) and an updated CCM exam.
  - c. Evaluate and consider enhancements to the Certified Chief Executive (CCE) certification.
  - d. Evaluate and develop tools for club professionals to understand their competency gaps as they consider attaining a GM/COO/CEO position.
  - e. Ensure the needs of the population of our members who have joined over the last five years (about one-third of CMAA) are understood; and CMAA evolves to meet these needs (education, career development, resources), ensuring the relevancy and sustainability of the association.
  
- 2. Club Workplace Evolution** – Healthy and successful work environments within clubs are a core focus for club professionals. CMAA will continue to grow resources and offerings to focus on a healthy and positive workplace and club culture.
  - a. Leverage ideas and outcomes with CMAA’s Mid-Management Task Force for implementation to support this critical segment of CMAA’s membership.
  - b. Educate members and boards on successful workplace staffing and staff retention models; a model club workplace; and work-life balance considerations.
  - c. Leverage opportunities of diversity, equity, and inclusion focus and strategies to promote the club profession for consideration for all professionals to be successful.
  - d. Work to educate club staff teams to destigmatize mental health challenges and promote wellness.

- 3. Club Management Career Path** – The pathway into club management continues to evolve. CMAA will focus on two- and four-year college/university programs, as well as individuals who do not have degrees to increase the understanding and likelihood of these people considering club management as a career.
  - a. Grow recruitment and awareness of clubs as a career choice.
  - b. Evaluate the student chapter model to determine its viability and possible evolution.
  - c. Reinststitute the Faculty Internship Program in a way that is meaningful for enrollees and CMAA/The Club Foundation.
  
- 4. CMAA Chapters** – CMAA’s organizational success consists of serving the members at a National and Chapter level. Continue to evaluate and implement programs, processes, and education that create consistency of the member experience.
  - a. Develop a Chapter Audit and Compliance program to ensure CMAA Chapters are meeting basic expectations of Chapter Affiliation agreements.
  - b. Continue Chapter/National alignment as it benefits to strengthen CMAA member value.
  - c. Evaluate education, best practices, and support for Chapter governance.
  
- 5. Governance** – Club governance is an important key to the overall success of clubs and club professionals. CMAA will continue to focus on ways to positively impact and enhance the governance of clubs.
  - a. Continue to collaborate with the National Club Association (NCA) and other related industry organizations on governance-related programs and ways to enhance the relationship between club professionals and club board members.
  - b. Continue to evaluate the viability and structure of CMAA’s Governance Summit to ensure it remains relevant and useful.
  - c. Evaluate and develop tools of model governance for club professionals and club operations.
  
- 6. The Organization** – As we prepare to celebrate CMAA’s 100th Anniversary, we will share our rich history and organizational and industry successes with CMAA stakeholders/others. CMAA will maintain its vibrant club professional community and ensure we continue to operate as a best practice association.
  - a. Leverage CMAA’s Centennial to promote the organization, industry, profession, and professionals leading up to and through 2027.
  - b. Continue the development and expansion of CMAA Communities for other club professionals.
  - c. Continue to ensure CMAA staff culture and operations evolve consistent with the association profession and society.
  - d. Continue internal technology investments for CMAA to enhance the member experience.
  - e. Develop a CMAA CEO Succession Plan including documenting in detail current CEO job functions.
  - f. After 2025, evaluate the building marketability and staff team office needs.