

Board Brief



CLUB MANAGEMENT ASSOCIATION OF AMERICA

January/February 2024

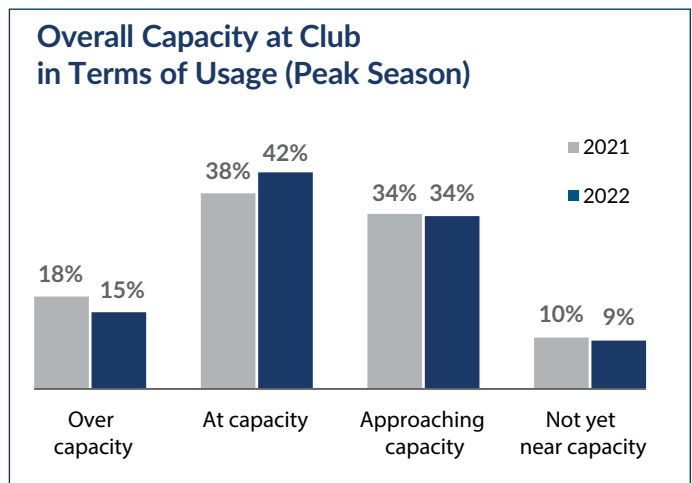
By the Numbers: Membership Growth, Waitlists, & Capacity

In 2023, GGA Partners again collaborated 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 coronavirus pandemic on club operations and its ripple effects into 2023 and beyond, and the research results will help club managers and their boards better prepare for the next normal. We’ll look at data regarding club membership experience trends in this edition – but you can find more data in the full report.

Membership Growth

Membership growth trends continued, and clubs appear to be more effectively managing capacities. The high demand for private club membership continued, with 63 percent of



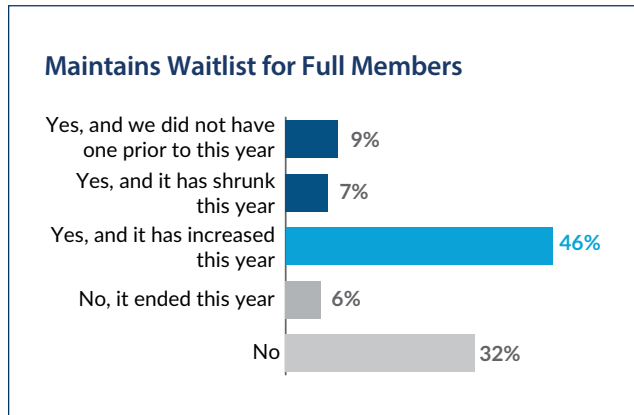
clubs reporting an increased membership count, even after 75 percent reported an increase a year ago.

Clubs that measure capacity based on an adjustable philosophy (based on usage and activity) were far more likely to indicate that their club still had member capacity available.

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Waitlists Continue to Grow

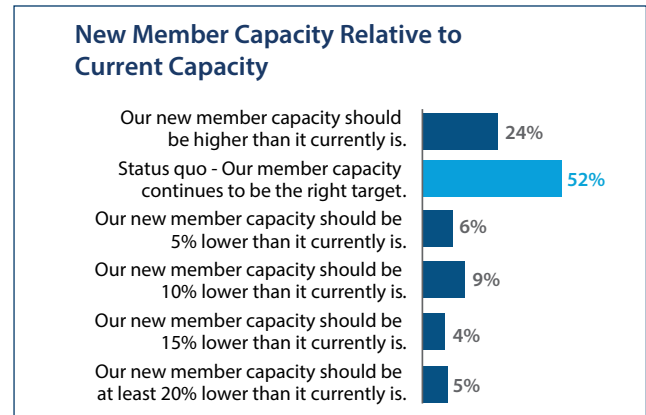
Nearly half of club leaders (46 percent) indicated that their club's waitlist grew, and more than 60 percent of respondents indicated that their club has a waitlist. More than half of respondents measure their membership capacity based on their bylaws, while only a third indicated that their capacity is adjustable (based on utilization).



Golf demand remains high. Approximately 76 percent of golf clubs indicated they are at or over capacity and 55 percent said their waitlist has increased over the past year.

Is the Current Capacity the Correct Target?

Just over half of survey respondents believe that their current capacity targets are appropriate. The minority, however, is balanced between a desire to increase or decrease their member capacity. Additionally, clubs who measure capacity based on an adjustable philosophy (based on usage and activity) were more likely to indicate that their new capacity should be higher than it is currently.



This audience maintains more flexibility to optimize the balance of member capacity with ever-evolving usage at the club.

Source: GGA Partners 2022/2023 Club Leaders' Perspective Report. Access at <https://ggapartners.com/2023/02/a-club-leaders-perspective-2022-2023/>.

Best Practices: Adapting Your Strategy to Changing Conditions

By staying attuned to evolving conditions and trends, boards can proactively navigate uncertainties and drive sustainable success for their clubs. What are the top concerns that directors and senior executives are poised to grapple with in 2024?

According to the National Association of Corporate Directors' annual *Governance Outlook Report*, here are the top six most significant concerns.

- Economic Conditions – The foremost concern for directors, with 50.1 percent of respondents highlighting the threat of a recession. However, this figure notably decreased from 2023 when it was selected by 64 percent of respondents.
- Increased Regulatory Requirements (43 percent of respondents)
- Cybersecurity Issues (41 percent of respondents)
- Heightened Competition for Talent (38 percent of respondents)

- Increasing Pace of Technological Change (33 percent of respondents)
- Rise of Artificial Intelligence (AI) – This issue emerged for the first time with 33 percent of respondents identifying AI as a crucial factor. Further, 51 percent of respondents expressed confidence that AI presents more opportunities than risks for their organization, and 66 percent acknowledged experimenting with generative AI technologies.

The report emphasizes the dynamic nature of board priorities and the need for proactive responses to the evolving industry landscape.

Read more about the NACD report at <https://www.nacdonline.org/all-governance/governance-resources/governance-research/outlook-and-challenges/2024-governance-outlook-projections-on-emerging-board-matters/>.



Legal, Legislative, & Regulatory Update

DHS and DOL Release Additional FY2024 H-2B Visas & More Details

The Department of Homeland Security (DHS), in conjunction with the Department of Labor (DOL), has detailed the availability information for the 64,716 supplemental H-2B visas for FY2024. In the temporary final rule published November 16, 2023, the DHS and DOL outlined the following:

What's Available Immediately?

Employers Seeking Returning Workers from All Other Approved Countries for First Half of FY2024:

- Qualification: Returning Workers Only (Issued an H-2B visa in FY21, 22, or 23)
- Visas Reserved: 20,716
- Filing Notes: Employers may request immediately as the FY24 first half cap was met on October 11, 2023.

Workers from Colombia, Costa Rica, El Salvador, Ecuador, Guatemala, Haiti, or Honduras:

- Visas Reserved: 20,000
- Filing Notes: Employers requesting an employment start date in the first half of FY 2024 may file such petitions immediately. Employers requesting an employment start date in the second half of FY 2024 must file such petitions no earlier than 15 days after the second half cap is reached.

What's Available Later in FY2024?

Employers Seeking Returning Workers from All Other Approved Countries for Start Dates of April 1 to May 14 of FY2024:

- Qualification: Returning Workers Only (Issued an H-2B visa in FY21, 22, or 23)
- Visas Reserved: 19,000
- Filing Notes: Employers must file no earlier than 15 days after the second half cap is reached.

Employers Seeking Returning Workers from All Other Approved Countries for Start Dates of May 15 to September 30 of FY2024:

- Qualification: Returning Workers Only (Issued an H-2B visa in FY21, 22, or 23)
- Visas Reserved: 5,000
- Filing Notes: Employers must file no earlier than 45 days after the second half cap is reached.

Additional Requirements for Employers

Employers must additional requirements to utilize their supplemental visas, including:

- Meet all existing eligibility requirements.
- Submit attestation that they are or will suffer irreparable harm without the ability to employ all of the requested H-2B workers.
- Prepare and retain a detailed written statement describing how they are or will suffer such harm and provide evidence demonstrating harm
- Meet enhanced recruitment efforts

For the latest availability information, visit the Fiscal Year 2024 H-2B Cap Count webpage at <https://www.uscis.gov/working-in-the-united-states/temporary-workers/h-2b-non-agricultural-workers/cap-count-for-h-2b-nonimmigrants>.



CMAA News & Announcements



Expand Your Knowledge with a 2024 Governance & Leadership Symposium

Get better prepared for your role as a club elected leader with CMAA's Governance & Leadership Symposiums. Available virtually or in-person in select locations, these one-day symposiums bring together the GM/CEO/COO and their club's elected leaders for cooperative education and engagement on industry best practices and trends. Presentations from governance and industry experts focus on relevant strategic topics, including governance, finance, trends, and legislation and regulation impacting club operations.

Broaden your perspective and attend one of CMAA's four 2024 Governance & Leadership Symposiums along with your club's GM/CEO/COO. These highly rated Summits are presented in partnership with KOPPLIN KUEBLER & WALLACE, a CMAA Business Partner.

2024 Opportunities

February 8, 2024

9:45 a.m.– 4:30 p.m. EST

Virtual – Attend from anywhere!

April 14-15, 2024

Information coming soon!

July 10, 2024

9:45 a.m.– 4:30 p.m. EDT

Virtual – Attend from anywhere!

November 10-11, 2024

Carmel Country Club, Charlotte, NC

Learn more at <https://www.cmaa.org/learn/meetings-and-events/governance-leadership-symposiums-2024/>.

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 more than 7,800 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 40 professional chapters and more than 40 student chapters and colonies. Learn more at [cmaa.org](https://www.cmaa.org).