



**CLUB
MANAGEMENT
ASSOCIATION
OF AMERICA**



2025
ANNUAL REPORT

THERE'S
STILL NO PLACE
LIKE CMAA!



THERE'S **STILL** NO PLACE LIKE CMAA!



What began in 2024 as a celebration of community, connection, and purpose has grown into a defining narrative—one that affirms CMAA as more than a professional network, but a true community for club management professionals.

Over the past two years, this theme has highlighted the unparalleled support, resources, and relationships that set CMAA apart. It has underscored that CMAA is a place where collaboration thrives, where innovation is shared freely, and where careers are shaped and strengthened. Through education, networking, advocacy, and countless shared experiences, our members have continued to show that CMAA's greatest strength lies in its collective unity.

Together, we advance an industry where excellence and attention to detail are expected, and new possibilities continue to emerge. The camaraderie, problem-solving, and inspiration found within CMAA have made it a uniquely powerful community—one that continues to elevate the profession at every level.

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.

TABLE OF CONTENTS

Chair’s Message	4
President & CEO’s Message	6
Audited Financial Information	8
Balance Sheet	8
Statement of Revenue & Expenses	9
Other	10
Membership Growth & Engagement	11
General Membership Profile	11
Chapter Profile	11
Communities and Member Interest Groups	12
Student Membership and Development	15
Advocacy	17
Certification and Professional Development	19
ClubCareers	22
Communications	23
Events, Conferences, Symposiums, & Summits	25
Governance Collaboration with the National Club Association	29
Partnership Network	30
Research Initiatives	31
Technology & Infrastructure	32
2025 Board of Directors	33
The Club Foundation	34



CHAIR'S MESSAGE

Telling Our Story

This year we focused on telling the story of CMAA and highlighting how the club management career is the best in hospitality. The impact we have on the lives of our staff and our members is incredible. Our peers lead through all manner of challenging conditions with a steady hand, grace, and dignity. It makes us all proud to be club managers.

The CMAA Team Towels were our visual reminder to build our story telling as we near our centennial celebrations in 2027. Throughout the year, the “rally towels” appeared at Chapters and other events across the country. We are excited about our upcoming Centennial and want everyone to know how proud we are as an association and of our career path.

A Growing Membership

The continued expansion of CMAA reflects the value of our offerings and the strength of our community. We reached a new record with more than 1,000 club management professionals joining our Association, bringing our organization to more than 8,600 strong!

Today, CMAA has been reimaged to better reflect the evolving roles within our clubs. A significant portion of our membership now includes professionals outside of the traditional general manager or assistant roles—what we refer to as our “verticals.” These include career professionals in catering, F&B, communications, membership, human resources, and recreation to name a few. Their shared goal is excellence in education and professional development, which remains a cornerstone of CMAA’s mission.

The Importance of Feedback

CMAA is no different from the clubs we serve; thoughtful planning is essential to delivering exceptional experiences. The insights we gather from National Committee meetings, Board retreats, the Leadership/Legislative Conference (LLC), and post-event surveys shape our path forward. These gatherings are more than meetings. They are incubators for ideas that elevate our Association.



2025 Chair
Richard LaRocca,
CCM, CCE

Our planning process is simple but powerful:

- We listen. Member feedback is our compass.
- We align. Common themes guide our priorities.
- We strategize. The Board of Directors and CMAA leadership team engage in deep discussion to chart the course.
- We execute. Our CMAA team brings plans to life with precision and passion.

Our member experience initiatives saw meaningful improvements in engagement and satisfaction across our programs, events, and offerings.

Centennial Planning

As we continue to refine our centennial planning for 2027, I invite you to stay engaged, share your insights, and help us build a CMAA that reflects the best of our profession. Together, we are shaping a future that honors our legacy and embraces the possibilities ahead.

This year marked a pivotal moment in our journey with the unveiling of our centennial logo at the Legislative/Leadership Conference (LLC) in September. Much like our rally towels, the logo represents a renewed commitment to excellence, innovation, unity, and pride in our chosen profession. Centennial planning efforts continued throughout the year with contributions from our Centennial Task Force, Centennial Partners, and the National Headquarters Team.

As the 2026 World Conference & Club Business Expo approaches, I'm looking forward to gathering with our team towels in hand, and celebrating not only our profession, but the momentum and energy our community continues to build. Our emerging leaders are ready, our Association is strong, and our future is bright.

Serving as your Chair has been a humbling and meaningful chapter in my career. Thank you for your trust, your support, and your shared commitment to CMAA!



PRESIDENT & CEO'S MESSAGE

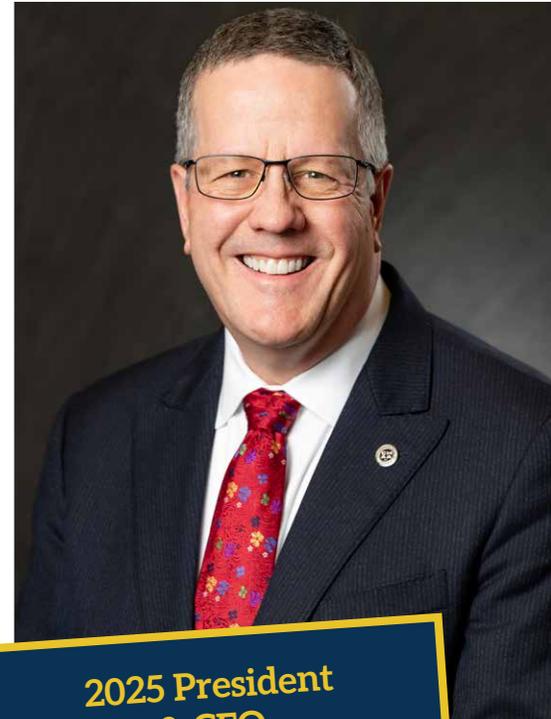
It All Begins with a Strong Community

At the heart of CMAA is a vibrant community of club management professionals who make our Association strong. As this community continues to evolve and grow, our dedicated network of volunteers and the National Headquarters Team work in close collaboration to meet the needs of today's club management professionals and ensure CMAA's long-term sustainability.

Throughout the year, CMAA advanced several key initiatives that reflect this shared commitment. In January, CMAA relaunched **Board Brief**, a publication designed to deliver timely, meaningful insights on club governance and industry trends in an accessible, easy-to-read format. Previously published every other month alongside *Club Management* magazine, *Board Brief* is now released monthly and available online immediately. Member feedback has been overwhelmingly positive, and readership continues to expand.

In April, CMAA partnered with the National Club Association (NCA) to release the second edition of the landmark reference, **Private Club Governance: A Handbook of Principles and Best Practices**. The updated edition introduces a new chapter focused on implementing effective governance at private clubs, reinforcing the ongoing collaboration between CMAA and NCA on this important industry resource.

Significant progress was also made in updating **Contemporary Club Management**, Fourth Edition. The first seven chapters are scheduled for publication in the first quarter of 2026, with the remaining chapters to follow later in the year, ensuring this foundational text remains current and relevant.



2025 President
& CEO
Jeff Morgan, FASAE, CAE

CMAA also advanced the strategic evolution of the **Certified Chief Executive (CCE)** designation. Following a comprehensive review, this initiative enhances the credential's value, aligns it with the modern demands of executive club leadership, and reinforces its standing as the pinnacle of professional achievement in the industry. We look forward to releasing full plans for the CCE evolution in 2026.

Additionally, the **Faculty Development & Immersion Program** was introduced to provide full-time university faculty with a deeper, hands-on understanding of the club industry—where leadership, lifestyle, and learning intersect. The inaugural 2025-26 cohort was announced in October.

Finally, CMAA continues to operate on solid financial footing, with reserves dedicated to upcoming Centennial celebrations and essential infrastructure updates at National Headquarters.

As we enter our 99th year, the National Headquarters Team is energized to build upon this momentum. Thank you to our dedicated CMAA members, volunteers, and partners whose commitment makes this work possible.



BALANCE SHEET

Statement of Financial Position

Assets	
Current Assets	2025
Cash & Cash Equivalents	4,712,561
Accounts Receivable	895,040
Pledges Receivable	197,200
Prepaid Expenses	773,549
Total Current Assets	6,578,350
Pledge Receivable non current	18,136
Investments in Marketable Securities	12,629,847
Other Assets	516,960
Property & Equipment	1,290,386
Total Assets	21,033,679
Liabilities and Net Assets	
Accounts Payable	149,629
Accrued Expenses	1,451,753
Deferred Income	7,656,964
Mortgage Payable, Current Portion	92,027
Total Current Liabilities	9,350,373
Mortgage Payable, Long Term Portion	1,828,242
Other Liabilities	516,960
Net Assets	9,338,104
Total Liabilities and Net Assets	21,033,679

Statement of Activities

Revenues

Member Dues	4,618,346
Meetings & Events	3,200,887
Professional Development	2,992,461
Business Development	2,263,148
The Club Foundation Contributions and other income	583,084
Investment Income <Loss>	1,026,908
Career Services and Other	418,400
Advertising Income and Other	359,837
Wine Society	151,000
Total Revenues	15,614,171

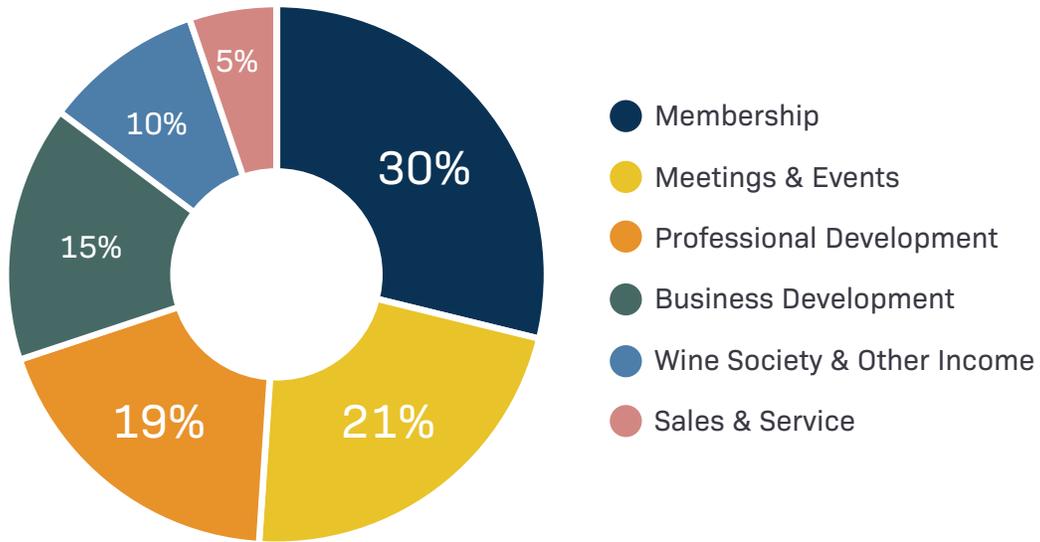
Expenses

Meetings & Events	3,749,277
Professional Development	2,791,731
General Admin & Board Comm	3,141,225
Business Development	1,633,075
The Club Foundation	640,811
Member Services	1,727,219
Wine Society	214,732
Other Expenses	329,300
Total Expenses	14,227,370
Change in Temporarily Restricted Net Assets	131,321
Changes in Net Assets	1,518,122
Net Assets beginning of year	7,819,982
Net Assets end of year	9,338,104

Other

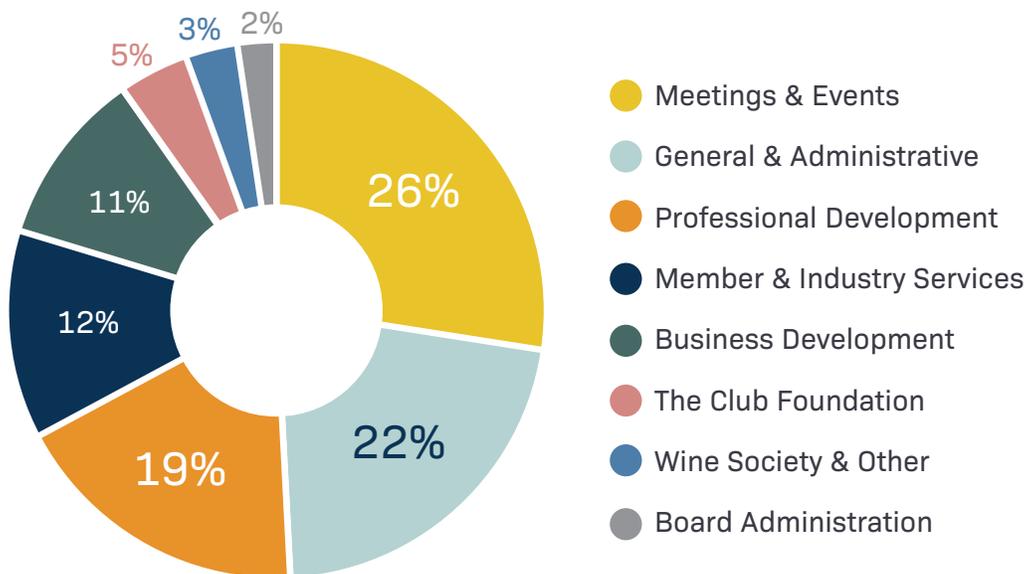
CMAA Consolidated Operating Revenue by Source

Fiscal Year 2025



CMAA Consolidated Operating Expenses by Activity

Fiscal Year 2025



MEMBERSHIP GROWTH & ENGAGEMENT

CMAA saw another record-breaking membership year, welcoming 1,082 new Professional members in 2025. This continued momentum reflects today’s growing interest in professional development, community, and career advancement across the club industry. With each new member, our Association strengthens its collective expertise and expands opportunities for connection, learning, and leadership—further positioning CMAA for an even more impactful tomorrow.

This year, CMAA advanced its commitment to Chapter support and collaboration through several key initiatives:

- The **Chapter Officer Outreach** Initiative provided tailored guidance and strengthened connections with Chapter leaders and the CMAA National Headquarters team, ensuring they had the resources needed to thrive.
- We also introduced a new **Chapter Leader Connection & Resource Briefing** Webinar, offering a CMAA staff meet and greet, a CMAA update, a resource tour, and real-time peer engagement to support effective governance and leadership development.

Additionally, the **Inland Empire Chapter** merged with the **Evergreen Chapter**, positioning the newly combined Chapter for continued growth and success.

New CMAA Professional Members

Month	2023	2024	2025
January	139	133	147
February	95	98	82
March	88	52	59
April	94	86	116
May	90	73	73
June	76	93	70
July	68	53	51
August	89	67	72
September	125	109	113
October	119	97	152
November	94	98	66
December	87	68	81
Total	1,164	1,027	1,082

General Member Profile

8,711
Number of
Members

1,057
New
Student
Members

1,082
New
Professional
Members

Chapter Relations Profile

38
CMAA Chapters

40
CMAA
Current and
Prospective
Student
Chapters

580
Chapter
Officers,
Directors,
and Chairmen

34
Managing
Directors

55
Chapter Idea
Fair Entries

22
Chapter of the
Year Entries

CMAA's Communities & Member Interest Groups

CMAA's Communities and member interest groups continue to expand in both reach and impact, creating meaningful member spaces, both online and in person, to connect around shared priorities. These groups bring together professionals who want to trade ideas, compare approaches, and push their operations forward. Members and subscribers gain access to practical resources, peer conversations, and insights that support stronger programming and club operations.

Best Practices Exchange

CMAA Connect remains the hub for real-time discussions, resource sharing, and peer support across thousands of members and subscribers. The Best Practices Exchange continues to be CMAA's most vibrant and active online community. In 2025, participation and engagement grew further, with more than 5,500 discussions (a 22 percent increase from the previous year!) and 772 active members. This widely sourced group continues to be the go-to destination for members seeking advice and solutions on topics ranging from strategic initiatives to day-to-day club operations. The BP Exchange reflects the collaborative spirit of CMAA, enabling members to share and discover modern ideas and strategies.



Communications Community
Powered by CMAA

Communications Community

The Communications Community has continued to thrive and grow in 2025. This subscriber-based community saw another sold-out Communications Summit in Charleston, SC. Building on its strong start, the community offered year-round engagement opportunities and maintains a robust library of resources, including job descriptions, compensation and benefits reports, and club style guides. Membership has grown to almost 300 participants in 2025.



Club Chefs Community
Powered by CMAA

Club Chefs Community

The Club Chefs Community has quickly gained traction among club chefs and managers. In 2025 the community has grown to include more than 90 active subscribers and offers unique opportunities for collaboration, learning, and innovation in club cuisine. As the Club Chefs Community continues to expand in 2026, plans include more interactive webinars and resource-sharing initiatives. This community is a vital resource for club chefs and managers looking to stay ahead in a dynamic and evolving industry within the private club sector.



Club Wellness Community

The Club Wellness Community has established itself as a dynamic hub for professionals engaged in health and wellness within the club space. This community now includes more than 200 active participants. In 2025, CMAA hosted a very successful and well attended Club Wellness Summit at Quail Creek Country Club in Naples, FL with 75 attendees. In 2026, the Wellness Summit will venture to the Southwest to Desert Mountain Club in Scottsdale, AZ.



HR Community

This year marked the debut of the Human Resources (HR) Community, launched alongside the inaugural HR Summit in Savannah, GA. The Summit delivered education tailored specifically to the needs and challenges facing today's HR leaders, while also opening the door to new collaboration and networking within this growing segment of the profession.



Mid-Level Managers

CMAA remains deeply committed to engaging, developing, and retaining mid-level managers as a vital segment of our membership. Over the past 18 months, this commitment has been advanced through the work of an executive-level task force dedicated to strengthening meaningful, long-term support for this critical career stage. The group focused on key areas essential to professional growth and retention, including networking, career development, work-life balance, orientation to both the profession and CMAA, recognition and appreciation, leadership opportunities, and community involvement.

In late 2024 and throughout 2025, the task force successfully advanced several high-impact initiatives, many of which are now being transitioned into standing national committees for sustained leadership and oversight:

- **Mid-Manager Master Classes** – Conducted quarterly via Zoom, each session featured a speaker or panel addressing timely topics relevant to mid-level managers, with an average attendance of 40 participants.
- **Increased Awareness** – Elevated the importance of engaging and retaining mid-level managers through education efforts, committee and chapter engagement, Managing Director involvement, podcasts, and more.
- **Member Spotlights** – Featured mid-level managers in Club Management magazine to highlight career paths and contributions.
- **Targeted Content** – Published articles focused on the unique challenges and opportunities facing mid-level managers.
- **Member Interest Group** – Launched a dedicated mid-manager group on the CMAA website to foster connection and idea-sharing.
- **World Conference Education** – Reinstated educational “tracks” to better organize and spotlight content tailored to mid-level managers.
- **Mid-Management Conference Relaunch** – Successfully delivered sold-out conferences in 2024 (Philadelphia, PA) and 2025 (Nashville, TN).

Looking ahead, CMAA has already integrated these initiatives into several standing national committees, ensuring long-term ownership, accountability, and sustainability. This structure establishes a durable framework for continued support, engagement, and leadership development for mid-level managers, while reinforcing CMAA's enduring commitment to this essential membership segment.



Wine Society

The Wine Society continues to deliver high-level value to its 425 members, strengthening its position as a leading source of wine education and engagement within CMAA. In 2025, the Society offered a series of interactive webinars, some paired with shipped Riedel glassware or curated wine samples, which elevated both the tasting experience and the learning environment for participants.



Women in Club Management

The Women in Club Management member interest group continues to provide invaluable support and resources for its 400-plus members. Monthly Zoom calls, led by CMAA executive coach Shelley MacDougall and expert facilitators, continued to be a cornerstone of this group in 2025. These calls covered empowering topics such as, Empowering Women to Achieve Financial Success, The Power of Mentoring, How Women Leaders Can Be Heard, and the Extraordinary Leader Program. Highlighted speakers were Rita Goodroe and Minyang Jiang, Chief Strategy officer at Credibly.

Looking Ahead
CMAA's communities and interest groups will continue to expand and evolve in 2026, providing even more opportunities for connection, learning, and professional development. Stay tuned for exciting updates and new resources tailored to meet the diverse needs of CMAA's membership.



Student Membership & Development

CMAA's Student Program continued its strong momentum this year. In October, Haley Habosky joined the team as Manager of Student Development, and she has already made a remarkable impact. Drawing on her experience as a former Student member and her industry background, Haley is bringing valuable insight and energy to the role.

Membership Growth

Student membership continues to expand, reflecting CMAA's ongoing commitment to developing future club management professionals. In 2025, total student membership reached 1,719. CMAA currently supports 35 active student Chapters and 12 prospective Chapters nationwide. This growth underscores the strength of CMAA's student network and the increasing value students place on professional engagement, mentorship, and industry education.



National Student Education Conference

The National Student Education Conference (NSEC) was held in Baltimore, MD, from November 8-10, 2025, welcoming a record 160 student attendees from across the country. The program featured dynamic education sessions, club tours, and networking opportunities designed to immerse students in the club management profession. Supported by the Mid-Atlantic Chapter partners, NSEC continues to serve as the premier educational experience for aspiring club managers.

Program Development and Innovation

In 2025, CMAA introduced several new initiatives to enhance student engagement and professional development.

- The Out of the Tank category was added to the Student Shark Tank Competition, encouraging creativity and innovation beyond traditional presentations.
- Additionally, CMAA developed the **Student Chapter Showcase**, which will debut at the 2026 World Conference & Club Business Expo in Anaheim, CA. This new platform will allow student chapters to highlight their programs, achievements, and contributions to the Association.

Faculty Internship

Relaunched in 2025, the CMAA Faculty Development & Immersion Program equips full-time university faculty—especially those teaching or developing hospitality or club management courses—with a deep understanding of the private club industry. This initiative enhances faculty expertise, introduces career paths for students, fosters collaboration, and strengthens connections with CMAA and industry stakeholders.

The program spans up to one year, beginning in Fall 2025. Regular check-ins with CMAA will help track progress and ensure active engagement. The CMAA Faculty Development & Immersion Program is fully funded by The Club Foundation.

Looking ahead, CMAA remains dedicated to expanding opportunities that inspire, educate, and connect the next generation of club management professionals.



ADVOCACY

A Challenging Year for Non-Profits

CMAA worked to prepare for possible tax challenges in 2025 as Congress's priorities shifted to addressing expiring tax cuts and identifying new revenue sources, potentially targeting non-profits. Members of Congress, their staff, and key influencers in Washington have turned their attention to a variety of potential resources that could be tapped for tax revenue in 2025 to fund priorities, including the resources of the entire 501(c) community. Concerns emerged that tax-exempt organizations may be at risk with some calling for a 21 percent corporate tax rate. Clubs and non-profits, including 501(c)(6) associations like CMAA and its affiliated Chapters, could face projected 21 percent tax rates on all net revenue (excluding charitable contributions). With 75 to 80 percent of CMAA member-managed clubs classified as 501(c)(7), this could become a significant issue.

In November 2024, CMAA joined this Community Impact Coalition. The Coalition, organized by the American Society of Association, is committed to ensuring lawmakers understand the value of 501(c) organizations and advocating against proposals that would eliminate their tax-exempt status. Its efforts focused on proactively educating lawmakers about the value of the non-profit industry.

Congress's largest tax package, HR 1, the One Big Beautiful Bill Act (OBBBA), did not include any new non-profit taxation. However, the threat continues in 2026.



Advocating for PAR at 2025 National Golf Day

Annually, National Golf Day brings industry professionals to Capitol Hill to share the industry's contributions and advocate for the legislative and regulatory issues impacting the industry. National Golf Day serves as the pinnacle advocacy event of the year for the American Golf Industry Coalition (formerly known as We Are Golf). The Coalition celebrated its 17th annual event on Thursday, May 1. The number of advocates who attended was the largest in the event's history with more than 300 participants conducting 230 meetings with members of Congress. Volunteer advocates from CMAA's Advocacy Committee, Chapter Legislative Chairs, and other interested members joined professionals from across the golf industry to educate Congress and their staff on critical issues including industry parity for disaster relief, health and wellness, and turfgrass research.

The key advocacy issue was building support for HR1583, the Parity for Athletic Recreation (PAR) Act. This legislation would modernize the tax code and remove discriminatory language disqualifying golf and clubs from receiving various forms of disaster relief and economic stimulus programs available to other hospitality businesses. Reintroduced and renamed in March 2025, legislation would put the golf and club industry on par with other industries for disaster relief.



CERTIFICATION & PROFESSIONAL DEVELOPMENT

Business Management Institutes

21

Programs Held

20

In-Person

1

Virtual

913

Club Management Attendees

Attendance by Program

- BMI Club Management: **162**
- BMI Leadership Principles: **138**
- BMI General Manager/COO: **145**
- BMI Food & Beverage Management: **106**
- BMI Golf Management: **105**
- BMI Sports & Recreation Management: **46**
- BMI Tactical Leadership: **27**
- BMI Strategic Leadership: **48**
- BMI Wine & Food Experience: **35**
- Joe Perdue Certification Review Course: **101**
 - In-Person **53** and Virtual **78**

Total Club Management Attendees: 913

Certification



115

New Certified Club Managers



43

New Honor Society Inductees



32

New Certified Chief Executives



CLUB MANAGEMENT ASSOCIATION OF AMERICA

A Refreshed Contemporary Club Management

Significant progress has been made to update and revise *Contemporary Club Management, Fourth Edition*. The first seven chapters of the textbook will be published in first quarter of 2026. To date, the following chapters have been revised and updated:

- Chapter 1 – History of Private Clubs
- Chapter 2 – Club Governance
- Chapter 6 – Marketing in Clubs
- Chapter 7 – Membership
- Chapter 10 – Food and Beverage
- Chapter 11 – Accounting and Financial Management
- Chapter 13 – Facilities Management

The 2026 chapters to be revised and updated are:

- Chapter 4 – Strategic Planning in Clubs
- Chapter 8 – Part I–People and Culture (HR)
- Chapter 8 – Part 2–Legal Compliance (HR)
- Chapter 9 – Training and Development
- Chapter 14 – Golf Operations
- Chapter 15 – Golf Course Maintenance and Agronomy
- Chapter 16 – Racquet Sports
- Chapter 17 – Other Sports (Aquatics, Fitness and Youth Programming)

Additionally, Certified Club Manager (CCM) exam materials and test questions will be revised with professional test writers based on the new chapters.

Updating the Certified Chief Executive (CCE)

To ensure our members are equipped to lead an increasingly complex industry, CMAA has advanced the strategic evolution of the Certified Chief Executive (CCE) designation. This initiative is the result of a comprehensive review designed to enhance the credential's value, align it with the contemporary demands of executive club leadership, and solidify its position as the pinnacle of professional achievement in our field. CMAA continues to listen to our membership, specifically a call throughout the years for more executive education during the strategic planning process led to this evolution. To achieve this, in spring 2025, CMAA conducted a comprehensive survey to ensure these changes reflect the aspirations, challenges, and professional needs of our membership. The data gathered from this survey provides a clear rationale for updating the CCE pathway and reinforcing its prestige.



CMAA's Education Team has already begun a comprehensive breakdown of the updated requirements, new educational programs, and expanded pathways for achieving the CCE designation. The new framework is designed to be both more rigorous and more accessible, reflecting the evolving structure of club leadership.

The new CCE pathway and requirements will be presented to the CMAA Board of Directors for official approval in early 2026.

Webinars

CMAA's webinars once again featured data driven trends and provided actionable items for CMAA members to utilize at their clubs. Popular webinars included:

- **June:** Private Club Food & Beverage Trends and Back-of-House Best Practices
- **November:** From Insight to Impact-Using Data to Elevate Club Experiences
- **December:** Fix It or Exit? Proven Tactics for Coaching Underperformers

10
Webinars
Presented

1,254
Association Activity (AA)
Credits Awarded



CLUB
MANAGEMENT
ASSOCIATION
OF AMERICA

CLUB CAREERS

CMAA members and professionals around the club industry continue to rely on ClubCareers as a premier resource for career advancement and talent acquisition.

In 2025, the job boards remained robust, with **542 job listings** across all categories. The Managerial Openings List (MOL) highlighted opportunities at some of the most respected clubs, while the Mid-Management Career Opportunities List (MMCO) offered additional pathways for management-level roles. The Internship Listing was further enhanced with the Verified Club Internship Program, emphasizing the value of careers in the club industry to student members.

Verified Internship Program

Over the last year, CMAA's CMAA Verified Internship Program (VIP) has shown solid success with nearly 50 clubs participating in the program. By providing a standardized, high-quality internship framework, the VIP continues to give aspiring club management professionals a reliable way to gain meaningful, hands-on exposure to club operations while clubs benefit from fresh motivated talent. This program makes internships more transparent and career-oriented for students and helps the industry build a more consistent pipeline of emerging professionals.

Résumé & LinkedIn Services

CMAA partners with Professional Résumé Services to provide top-notch résumé and LinkedIn profile creation services. Interested members worked with a team of experienced writers and editors to create standout professional materials. CMAA also negotiated reduced rates to ensure members benefit from these valuable services.

Career Coaching

Recognizing the growing importance of work-life balance, CMAA's executive coaches continued to provide critical support to members at all career stages. Kevin MacDonald and Shelley MacDougall offered one-on-one coaching via Zoom, in addition to on-site sessions at the 2025 World Conference & Club Business Expo in Tampa, FL. Their guidance helps members navigate challenges, seize new opportunities, and maintain a focus on personal and professional well-being.



COMMUNICATIONS

Board Brief

In January, CMAA launched a reimagined version of *Board Brief*. Previously published every other month in concert with *Club Management* magazine, *Board Brief* is now published monthly and is available to read immediately online. In addition, a dedicated email version of *Board Brief* was developed to facilitate that distribution. *Board Brief* showcases meaningful, relevant insights on club governance and trends from industry leaders in an easy-to-read format. CMAA member feedback has been outstanding, and readership continues to grow.



Scout: AI-powered Chat Bot

Additionally, CMAA introduced Scout, its first AI-powered chat bot, as a World Conference helper. It is available via mobile usage/text message and a website plugin. In its first year, Scout answered 2,782 questions, with 43 percent of inquiries happening outside of business hours. Scout opens text messaging as a new avenue to reach attendees and members. It has already been used to help announce the opening of 2026 World Conference registration.



Chapter Digest

In September, CMAA launched an updated version of *Chapter Digest*. This version features a reorganized email layout as well as a refreshed look and feel, designed to make the content more exciting and approachable.



Social Media

Finally, the CMAA team implemented enhanced social media metrics tracking. Beginning in January, CMAA examined analytics across each of its accounts on LinkedIn, Instagram, Facebook, and X, noting changes in engagement and reach—among other data points—and noting those trends throughout the year. Continuing to track these numbers year over year will help inform communications strategies into the future.



EVENTS, CONFERENCES, SYMPOSIUMS, AND SUMMITS



WORLD CONFERENCE & CLUB BUSINESS EXPO February 5-9, 2025

CMAA presented the 2025 World Conference and Club Business Expo, February 5-9, 2025, at the Tampa Convention Center in Tampa, FL. As the premier annual event for the club industry, CMAA's World Conference brought together club management professionals from around the globe to connect, learn, and explore the business of club operations. Attendees experienced a comprehensive range of educational sessions, networking opportunities, interactive forums, and the latest industry innovations and services showcased at the Club Business Expo.

Featured speakers included leaders including Chef Carla Hall; NFL Athlete and Leader Brian Dawkins; Colonel USAF (Ret.) DeDe Halfhill; Strategist DeEtta Jones; *The Hero Effect* author Kevin Brown; and Celebrity Drummer Mark Schulman.

In 2025, the Club Business Expo set record breaking attendance both in exhibiting companies and in new companies represented on the expo floor. The popularity of the New Product Showcase continued to grow with more than 40 companies represented. In addition, the Club Business Expo was home to the CMAA Apparel Mart powered by Tee Commerce as well as the interactive area which included a full size padel court.

Beyond education, networking was a key feature of the World Conference. Key networking events included the Before Dark: CMAA Welcome Reception and the Under the Sea: CMAA Networking Event at the breathtaking Florida Aquarium.

By The Numbers

4,000+
Total Attendees

65
Education Sessions
Offered

50 %
Percentage of
New Speakers

21.5
Education Credits
Available

300
Entries for the
Idea Fair

358
Exhibiting Companies

116
New Exhibitors

629
First-Time Attendees

208
Student Attendees



LEADERSHIP/LEGISLATIVE CONFERENCE

September 14-16, 2025, Washington, DC

Annually, the Leadership/Legislative Conference unites aspiring, current, and sustaining CMAA Leaders. The 2025 event was held at the historic Mayflower Hotel in Washington, DC, and included an outstanding networking evening at the Chevy Chase Club. Education sessions featured boosting leadership efficacy amid change and uncertainty, strategic intelligence, next steps for creating a culture of volunteer leadership, building a reset mindset, legal and tax updates, and interactive partner roundtables led by industry experts from the Partner Network. Chapter management strategies were explored during breakout sessions. A record-breaking 55 entries were submitted in the Chapter Idea Fair competition. These entries provided a showcase of wonderful ideas and best practices.



MID-MANAGEMENT CONFERENCE

October 19-22, 2025, Nashville, TN

The 2025 Mid-Management Conference (MMC), held at three outstanding clubs in Nashville, TN, drew club management professionals from across the country. Attendees enjoyed a dynamic lineup of educational sessions, impactful club tours, and engaging activities designed to inspire and galvanize mid-management professionals. From focusing on personal leadership, club trends, and career advancement to networking with peers, the MMC provided an unparalleled platform for professional growth and collaboration.



BMI WINE & FOOD EXPERIENCE

September 28-October 3, 2025, Walla Walla, WA

As the unofficial capital of Washington wine country, Walla Walla is home to more than 120 wineries and known as the “new old world of wine.” It was a stellar setting for the 2025 workshop. The BMI Wine & Food Experience offered a robust agenda of tastings and experiences curated specifically for club management professionals. Attendees experienced behind-the-scenes insider tours at key wineries and learned about all aspects from cultivation to serving.

Summits & Symposiums



COMMUNICATIONS SUMMIT

March 31-April 3, 2025, Charleston, SC

This sold-out gathering was designed for professionals who lead or oversee communications and marketing efforts in their clubs or anyone eager to deepen their expertise in this dynamic field. Attendees were immersed in strategies and tactics for impactful member and community engagement, all while exploring some of Charleston's most iconic clubs. This Summit combined hands-on sessions and collaborative learning with peers and industry experts, giving attendees fresh insights to elevate their club's communications. This event is sponsored by Members First with additional support from Jonas, a CMAA Strategic Partner.



CHEF SUMMIT

September 7-10, 2025, Jupiter, FL

The CMAA Chef Summit is where club chefs from across the country come together to elevate their business acumen and leadership skills. Attendees engage with insightful roundtables, panel discussions, and presentations led by industry experts. Education sessions focused on leadership, financial acumen, emotional intelligence, executive presence, and working collaboratively with food and beverage committees. The Summit was hosted at The Club at Admirals Cove, a private community offering a world-class membership experience and an extensive range of amenities. This event is presented in partnership with ClubProcure, a CMAA Alliance Partner, with additional support from event sponsor, HexClad.



CLUB WELLNESS SUMMIT

July 28-31, 2025, Naples, FL

The 2025 Club Wellness Summit was held at Quail Creek Country Club in Naples, FL. The Summit was designed for club wellness professionals and club leaders who are interested in learning about how to integrate a variety of wellness offerings into their clubs. The education, networking events, and club tours provided participants with critical insights into this very important and constantly changing aspect of club operations. Educational sessions featured hands-on opportunities to share and learn from fellow club wellness professionals and industry experts. This event was sponsored by Les Mills.



GOVERNANCE & LEADERSHIP SYMPOSIUMS

January 31, April 16, July 30,
and November 5, 2025, Virtual

Offered throughout the year and available virtually, these accessible symposiums bring together club management professionals and their elected club leader(s) for cooperative education on club governance best practices and trends. More than 630 individuals attended these valuable Symposiums. These highly rated Symposiums are presented in partnership with KOPPLIN KUEBLER & WALLACE, a CMAA Executive Partner.



HUMAN RESOURCE SUMMIT

August 12-14, 2025, Savannah, GA

The sold-out Human Resources Summit is the annual event designed specifically for human resources professionals and those interested in focusing on the club's people and culture. Education is curated for the unique needs, challenges, and priorities of HR professionals and provided maximum opportunities for networking and collaboration. Attendees were hosted at the iconic Landings Golf & Athletic Club in Savannah, GA. This event is presented in partnership with Club Benchmarking, a CMAA Executive Partner.



MEMBERSHIP & MARKETING SUMMIT

August 5-6, 2025, Virtual

The virtual Membership and Marketing Summit featured eight sessions over two days. The sessions were designed to help boost a club's member recognition and personalization; marketing and employee recruitment; and reputation and brand management. This Summit is designed to have an immediate impact on how professionals design and execute the membership experience, and is presented in partnership with Jonas, a CMAA Strategic Partner.

GOVERNANCE COLLABORATION WITH NATIONAL CLUB ASSOCIATION

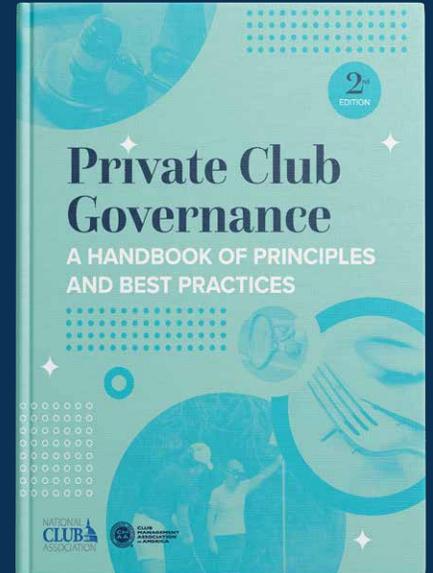
In April, the National Club Association (NCA) and Club Management Association of America (CMAA) released the second edition of their landmark reference, ***Private Club Governance: A Handbook of Principles and Best Practices***. The new edition adds a chapter on the implementation of outstanding governance for private clubs.

Originally released in 2023, the book was written by a joint committee of experts from the associations and designed to be a framework of best practices for clubs at any place on the spectrum of effective governance. With the new chapter, clubs have a blueprint for improving their governance even further. The handbook's second edition contains all the resources of the first in addition to a clear path to more effective governance.

Private Club Governance was developed by a joint committee of experts from both associations in a partnership structured to benefit the entire private club community.

CMAA members access the updated resource through the CMAA Connect Library. The updated resource has now been downloaded more than 850 times by CMAA members!

Further collaboration continues and the next version of the resource will be enhanced with real club samples.



PARTNERSHIP NETWORK

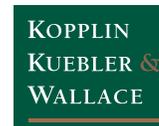
THANK YOU TO OUR 2025 CMAA CORPORATE PARTNERS!

In 2025, CMAA welcomed two new partners: *E. & J. Gallo Winery and HexClad*

CMAA Strategic Partners



CMAA Executive Partners



CMAA Business Partners



CMAA Alliance Partners



RESEARCH INITIATIVES

CMAA continued to release relevant and timely information for data-driven decision making for club management professionals.



2024 COMPENSATION & BENEFITS REPORT, in collaboration with Club Benchmarking



2025 CLUB LEADERS' PERSPECTIVE REPORT, in collaboration with GGA Partners



2024 FINANCE & OPERATIONS REPORT, in collaboration with Club Benchmarking

Research Topic Survey Results

Additionally, the Research Department conducted a survey of CMAA members to help prioritize future research projects. The results will help inform selections for future Faculty research submissions and projects.

The CMAA membership ranked these as the top research topics:

1. Governance and organizational structure
2. Technology (AI)
3. Team member engagement
4. Employee satisfaction
5. Pricing structure for clubs
6. Wellness
7. Trend awareness and resources to cover
8. Mental health for employees/members
9. Preventative maintenance
10. Contract employees (cost benefit analysis)

TECHNOLOGY & INFRASTRUCTURE

CMAA's Technology continues to support the Association's annual goals and daily tasks.

- Enabled hundreds of industry connections via new and existing communities on CMAA Connect
- Put critical information at the fingertips of thousands of individuals online
- Processed well more than a thousand submissions to more than 100 new or updated online forms
- Blocked thousands of spam and phishing emails
- Thwarted countless fraudulent credit card charges by adding additional security measures



2025 BOARD OF DIRECTORS



Back Row (Left to Right)

- Judy Higgins**, CCM, CCE
Valley Lo Club, Glenview, IL
- Kimberly Clark Warren**, CCM, CCE
Southern Hills Country Club, Tulsa, OK
- J. Josh Paris**, CCM, CCE
Old Town Club, Winston-Salem, NC
- Rob Oosterhuis**, CCM, CCE, PGA, CAM
Royal Palm Yacht & Country Club,
Boca Raton, FL
- James Reisig**, CCM, CCE
The University Club, New York, NY
- Charles Johnson**, CCM, CCE
Detroit Athletic Club, Detroit, MI
- Jeff S. Isbell**, CCM
Renaissance, Haverhill, MA
- Casey Newman**, CCM
Lakeside Country Club, Houston, TX
- Haissam Baityeh**, CCM, CCE, CMAA Fellow
Washington Golf & Country Club,
Arlington, VA

Front Row (Left to Right)

- PRESIDENT & CEO**
Jeff Morgan, FASAE, CAE
Alexandria, VA
- VICE CHAIR**
Janine Budzius, CCM, CCE
Houston Country Club, Houston, TX
- CHAIR**
Richard L. LaRocca, CCM, CCE
St. Clair Country Club, Upper St. Clair, PA
- SECRETARY-TREASURER**
Joseph Krenn, CCM, CCE
Farmington Country Club,
Charlottesville, VA
- IMMEDIATE PAST CHAIR**
Joe Mendez, CCM, CCE
Avalon Yacht Club, Avalon, NJ

THE CLUB FOUNDATION



Each year, The Club Foundation raises the funds needed to give directly to club professionals, emerging leaders, students, faculty, Chapters, and the industry – primarily supporting professional development for CMAA members, thereby funding the career life cycle of managers across the country. Donations to The Club Foundation fuel the future of our industry!

Total contribution revenue for FY2025 was \$873,930. This includes donations and gifts from individuals, Chapters, clubs, and organizations.

Thanks to the generosity of so many donors, The Club Foundation can provide meaningful support to club professionals, emerging leaders, students, faculty, Chapters, and our incredible industry. Fulfilling the Foundation’s mission is a privilege, and each year we are reminded of its impact when we share the good news with applicants who have earned a scholarship. Their exclamations of joy and accomplishment are powerful.

IMPACT

64 Scholarships Awarded in FY 2025

Sally Burns Rambo Scholarship	8
James B. Singerling Scholarship	10
Willmoore H. Kendall Scholarship	11
LaRocca Family Executive Scholarship	3*
Joe Perdue Scholarship	13
DeLozier Family Scholarship	1
John & Andrea Dorman Scholarship	2
Warren Arseneaux Honorary Scholarship	1
Student Chapter Grants	5
Faculty Research Grant	1
Faculty Development & Immersion Awards	6

31 Chapter Education Grants 2025 \$35,750

New Member Recruitment Awards	13
Chapter of the Year Awards	10
Faculty Idea Fair Awards	1
Student Chapter Idea Fair Awards	1
Chapter Workshop Grants	6

Outreach Support Provided \$137,621

CMAA Awards Breakfast	\$10,000
National Student Education Conference Support	\$20,000
National Student Education Conference Support through the Chairman’s Fund	\$20,000
Los Angeles Fire Relief Funds	\$10,000
Mid-Management Conference Support through the Chairman’s Fund	\$15,000
Tee It Up For The Troops	\$20,000
Student Development Initiative through the Chairman’s Fund	\$42,621

CMAA and CF Board of Directors Who Donated to CF in FY2025

CF Board of Governors	100%
CMAA Board of Directors	100%

* Benefiting 6 individuals

The Club Foundation Contributors

DIAMOND \$50,000+

Club Management Association
of America
John Dorman, CCM
Donald Emery, CCM, CCE

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

City Club Managers
L. Patrick DeLozier, CCM
Greater Illinois Chapter
Jonathan Club - Town Club
New Jersey Chapter

EMERALD \$2,500-\$9,999

The Alliance and Alliance Alumni
Albert Antonez, CCM, CCE
Mark Bado, MCM, CCE
Richard Bayliss, Jr., CCM, CCE
C.J. "Joe" Bendy, Jr., CCM, CCE
Carolina Country Club
Carolinas Chapter and
Foundation
Lisa and Kevin Carroll,
CCM, CCE
Cobalt Software
Cheikhou Diagne
Ryan Doerr
Florida Chapter
Georgia Chapter
LuAnn Giovannelli, CCM, CAM
Golden State Chapter
Judith Higgins, CCM, CCE
Pittsburgh Chapter
Mitchell Platt, Jr., MCM, CCE
Edward Ronan, CCM, CCE
Susan Schenkel, CCM, CCE
Michael Seabrook, CCM, CCE
Jack Slaughter, CCM, CCE
William and Carolyn Stutt
The Carwill Foundation
Michael Wheeler, Jr., MCM, CCE

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

Richard T. Avery & Lawrence
"Skip" Avery, CCM, CCE
Jeffrey Campione, CCM, CCE
Carmel Country Club
Stephen Casey, Jr., CCM, CCE
C.W. Cook, Jr., MCM, CCE
Robert Crifasi, CCM, CCE, CPA
Anthony D'Errico, CCM, CCE
Eric Dietz, CCM, CCE, PGA
Damon DiOrio, CCM, CCE
Daniel El Sayed
Mary Elbring
Steven Freund
Bill Galvin
David Gerson
Carl Granberg, CCM, CCE
Paula Kelly, CCM, CCE
Ryan Kenny, CCM, CCE
Patrick King, CCM, CCE
William Langley, CCM, CCE
Nicholas LaRocca
Richard LaRocca, CCM, CCE
Todd Marsh, CCM, CCE
Carmen Mauceri, CCM
Michael McCarthy
Metropolitan Chapter
Jeffrey Morgan, CAE, FASAE
Timothy Muessle, CCM, CCE
New York State Chapter
Casey Newman, CCM
Luke O'Boyle
Ohio Valley Chapter
PigOut Roasters
Carol & Ted Price
Randy Ruder, CCM, CCE
Saucon Valley Country Club
Scioto Country Club
William Shonk, CCM, CCE
Desi Speh, CCM
St. Louis District Chapter
Texas Lone Star Chapter
The Glavin Family
Charitable Fund



Stewart Boynton
2024 Kendall Recipient

"I sincerely appreciate the opportunity (this scholarship) provides to pursue my professional goals. This award serves as a powerful reminder that my hard work and aspirations are valued, motivating me to continue striving for excellence in our industry."

The Windsor Club
Mark Tunney, CCM
Burton Ward, CCM, CCE
Kimberly Clark Warren, CCM
Cindy Williams, CCM, CCE
Wisconsin Badger Chapter

For the complete list of the more than 3,000 individuals who donated during the fiscal year, please visit our website: Clubfoundation.org/Donors.html

Chairman's Fund Contributors

In 2021, 55 individuals made a commitment to contribute \$10,000 each over five years to The Club Foundation to support CMAA Student Development Initiatives.

Albert B. Antonez, CCM, CCE
 Richard T. Avery & Lawrence
 "Skip" Avery, CCM, CCE
 Mark A. Bado, MCM, CCE
 Rick Bayliss, Jr., CCM, CCE
 C.J. "Joe" Bendy, CCM, CCE
 Michael Bradfield, CCM,
 CCE, CAM
 Carmel Country Club
 Carolinas Chapter
 Carolinas Club Foundation
 Lisa and Kevin Carroll,
 CCM, CCE
 Stephen L. Casey, Jr., CCM
 C.W. Cook, MCM, CCE
 Robert J. Crifasi, CCM, CCE, CPA
 Anthony D'Errico, CCM, CCE
 Cheikhou T. Diagne
 Eric J. Dietz, CCM, CCE, PGA
 Damon J. DiOrio, CCM, CCE
 Ryan Doerr
 Donald P. Emery, CCM, CCE
 Florida Chapter
 Steven Freund
 Frederick Fung
 LuAnn G. Giovannelli, CCM, CAM
 Carl Granberg, CCM, CCE
 Patrick King, CCM, CCE
 Brian R. Kroh, CCM
 William E. Langley, CCM, CCE
 Nicholas J. LaRocca
 Todd D. Marsh, CCM, CCE
 Carmen Mauceri, CCM
 Michael McCarthy
 Metropolitan Chapter
 Timothy P. Minahan, CCM, CCE

Donald "Chip" L. Misch, II, CCM
 Jeffrey D. Morgan, FASAE, CAE
 Timothy E. Muesle, CCM, CCE
 Casey Newman, CCM
 Ohio Valley Chapter
 Pittsburgh Chapter
 Mitchell S. Platt, MCM, CCE
 Edward J. Ronan, CCM, CCE
 Randy Ruder, CCM, CCE
 Michael D. Seabrook, CCM, CCE
 William S. Shonk, CCM, CCE
 Jack S. Slaughter, CCM, CCE
 Desi Speh
 Texas Lone Star Chapter
 Burton Ward, CCM, CCE
 Kimberly Clark Warren,
 CCM, CCE
 Michael S. Wheeler, MCM, CCE
 Cindy A. Williams, CCM



Jessica Mascali
2025 Singerling Recipient

"I'm beyond excited for the opportunity to learn, connect, and grow alongside so many incredible professionals in the club industry. Thank you for supporting the next generation of leaders!"



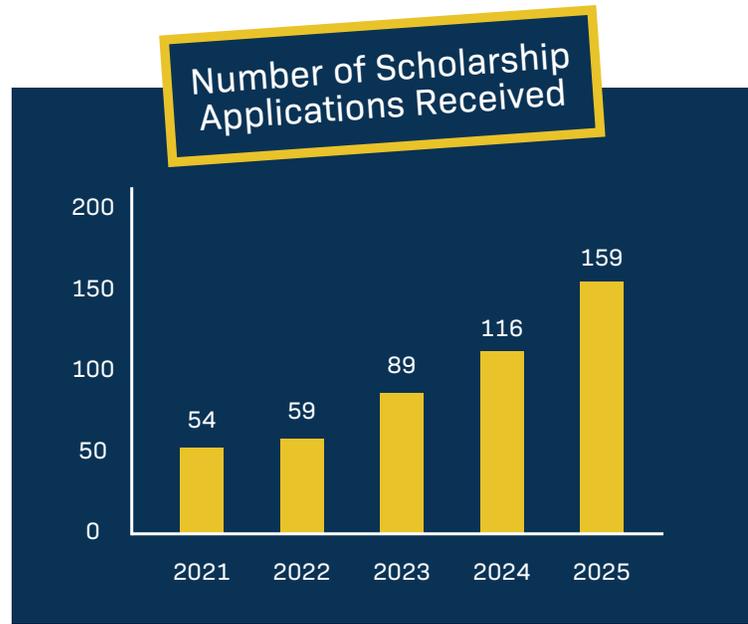
Anita Nalepa
2024 Rambo Recipient

"I'm truly grateful for the investment in my professional development and for the recognition of my commitment to excellence in the club industry. Thank you for helping me take this important step forward in my career."

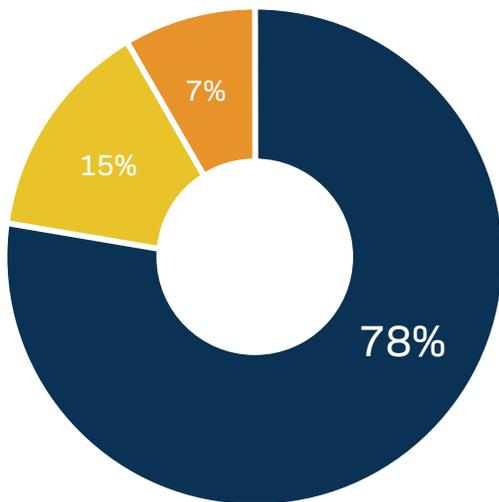
FY2025 Scholarships and Grants Awarded

The Club Foundation continues to experience significant growth in the number of applications received each year, and FY2025 was no exception. To offset some of that growth, the Foundation has expanded its programming and increased funding to support a larger pool of scholarship/ grant recipients. FY2025 additions to the Foundation’s giving portfolio include:

- DeLozier Family Scholarship (new)
- John & Andrea Dorman Scholarship (new)
- Faculty Development and Immersion Program Grant (restarted)
- Chapter Workshop Grant (restarted in late 2024 [FY2025])
- Warren Arseneaux Honorary Scholarship (assumed funding)
- Emery Family Fund (new)

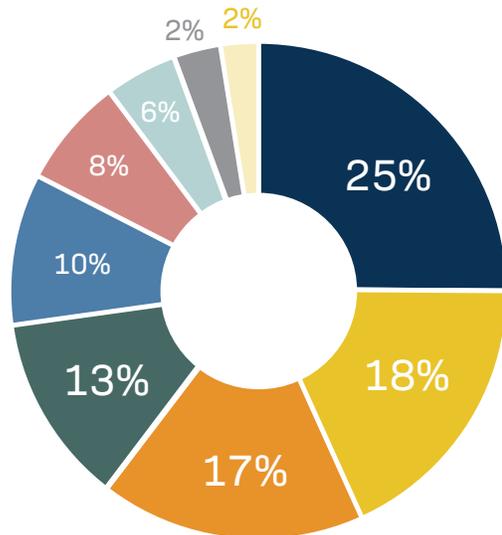


FY2025 Contributions



- General Contributions
- CMAA In-kind
- Fundraising Events

FY2025 Scholarships & Grants Awarded



- Perdue/Students
- Kendall
- Chapter Education Grants
- Student Development/ Mid-Managers
- Industry Initiatives
- Singerling
- Rambo
- LaRocca
- Arseneaux

THE 2025 CLUB FOUNDATION BOARD OF GOVERNORS



CHAIR

LuAnn Giovannelli, CCM, CAM, CMAA Fellow
Bay Colony Community Association

VICE CHAIR

Todd Marsh, CCM, CCE, CMAA Fellow
Conway Farms Golf Club

TREASURER

Randy Ruder, CCM, CCE, CMAA Fellow
Beach Point Club

SECRETARY

Terra S.H. Waldron, CCM, CCE, CMAA Fellow
Desert Mountain Club

GOVERNORS

Janine Budzius, CCM, CCE
Houston Country Club

Blaine A. Burgess, CCM, CCE
Roland, AR

Cheikhou Diagne
The Springhaven Club

Vache Hagopian
Jonas Club Software

Adam Harris
E-Z-GO

Paula Kelly, CCM, CCE, CMAA Fellow
Merion Golf Club

Joseph Krenn, CCM, CCE
Farmington Country Club

Richard L. LaRocca, CCM, CCE
St. Clair Country Club

Joe Mendez, CCM, CCE
Avalon Yacht Club

Fred Palmer, Jr.
Club Car LLC

Susan Schenkel, CCM, CCE
Bear Lake Reserve

Kelley J. Williams, CCM
Forsyth Country Club

PRESIDENT & CHIEF EXECUTIVE OFFICER

Jeff Morgan, FASAE, CAE



CONTACT:

1733 King Street
Alexandria, VA 22314

703-739-9500

cmaa@cmaa.org

cmaa.org

