



# Club Managers Association of America

*2017 Annual Report*



**CLUB  
MANAGERS  
ASSOCIATION  
OF AMERICA**



**CMAA Mission Statement**

*The Club Managers Association of America advances the profession of club management by fulfilling the educational and related needs of its members.*

**Vision Statement**

*A thriving club industry led by CMAA educated professionals.*



## **President Bob James, CCM, CCE, CHE**

**CMAA celebrated** its 90th anniversary in 2017, as a forward-thinking and dynamic community of club management professionals.

We celebrated a monumental milestone anniversary this year. As detailed in *The History of The Club Managers Association of America: The First 50 Years*, it was in January 1927 that CMAA began. The first annual CMAA Convention began at 10:40 a.m. on Monday, January 24, 1927, at the Hotel Sherman in Chicago, IL. It was at this inaugural and organizational meeting of the Association that the first officers were elected, and Colonel C.G. Holden became the first President.

CMAA has evolved from its original roster of 358 members to 6,800 members throughout the US and abroad, all while remaining faithful to its objective to promote and advance friendly relations between and among persons connected with the management of clubs and other associations of similar character, and to encourage the education and advancement of its members.

Our evolution continued in 2017 with enhancements to our member benefits and services. In March, the newly designed *Club Management* magazine debuted. We are most proud of the extended content and professional writing that our new publishing partner, Cypress Magazines, brings to the table. The frequency of the magazine increased from quarterly to bimonthly, and the size of the magazine doubled, overall providing more timely information and

greater content that will enable us to better balance content for differing career stages and paths. Content now includes member profiles, industry news, CMAA news, and a profile on award-winning club ideas. It is a well-balanced publication, meeting our objective, with something for everybody regardless of your career stage or path.

In the fall, CMAA ClubCareers addressed the top recruitment challenge facing clubs by debuting a new job board aimed at filling entry-level, hourly wage jobs. This new job board, Entry-Level Opportunities, is an inclusive, no-cost, member benefit. CMAA members list their available jobs, and anyone can access the listing who is looking for a job in the club industry.

In October, the CMAA Executive Committee met in New York and acted to extend the contract of our CEO Jeff Morgan, FASAE, CAE. The new arrangement extends his service for an additional three-year period through 2020. The past three years have been prosperous for CMAA under Jeff's direction. Our Association has regained a solid financial footing and has repositioned itself within our industry as a leader in all areas. We are forward-thinking and dynamic with enhanced member offerings and benefits including research, resources, and a reinvigorated Club Foundation. His continued leadership of the National Headquarters team will enable us reach our vision: to build an even more inclusive, value-driven, and well-functioning organization.



## CEO Jeff Morgan, FASAE, CAE

**Successful professional associations** give members a voice; build a community that promotes knowledge sharing; foster cultures of opportunity; embrace continuous change; and ensure local and national entities are best aligned to serve their members. Through our collective efforts, we will ensure CMAA's sustainability and vibrancy for another 90 years. Our CMAA community is strong, and will continue to grow with our collective due diligence.

Our efforts this year focused on strengthening the Chapter/National relationship in a concerted and collaborative manner. At the September Leadership/Legislative Conference (LLC), our collaboration officially kicked off. A draft of a CMAA Chapter Affiliation Agreement was shared and discussed. In November, it was further distributed to all CMAA Chapter officers and board members for feedback and questions through an official online portal. All of the feedback will be reviewed, and we anticipate final approval by mid-year with implementation in late 2018.

As well at LLC, CMAA announced the launch of a two-year Chapter-National Alignment Executive Task Force that will explore ways the entire CMAA organization can better serve members through an interconnected network of National and Chapter entities; LLC attendees provided valuable feedback on site to the task force for consideration.

CMAA's Research efforts continue to grow with the release of CMAA's independent *2017 Finance and Operations Report*, with data from more than 400 participating clubs. Summary data was sent to all members and the full report and interactive "club

to industry comparison portal" is available via the Club Resource Center. Our second industry survey debuted in the summer, and solicited information about the ways clubs recruit hourly employees in an effort to examine common challenge areas and provide both club and other industry best practices. The full report will be available in January 2018.

Financially, CMAA continues its positive financial story with a net surplus for the year ending October 31, 2017. With this surplus, CMAA paid off the balance of a 2015 short-term, \$750,000 loan more than two years early. After many years, CMAA's balance sheet is getting healthier and healthier year over year. With this financial due diligence, CMAA has been able to reinvest in our infrastructure by replacing aging association management software, enabling our CMAA staff team to better serve our members and chapters. It is on track to go live in spring 2018.

In October, our community grew with the assumption of management for the Club Spa & Fitness Association. We see lots of synergy created for both organizations by this move and everyone is excited about the possibilities.

As we look forward into 2018, CMAA will be asking the membership to approve a name change to Club Management Association of America as part of voting in conjunction with World Conference. Further, following a legal review of CMAA's Bylaws, members will vote on bylaw change recommendations to ensure CMAA is meeting the best practices for association oversight and operation.

# Balance Sheet

## Club Managers Association Of America And Affiliates Consolidated Statement Of Financial Position

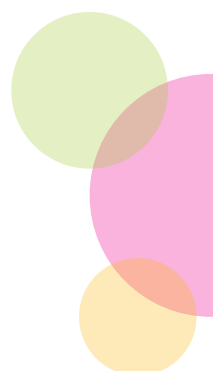
Year Ended October 31, 2017



<b>ASSETS</b>	<b>2017</b>
<b>Current Assets</b>	
Cash & Cash Equivalents	5,482,525
Accounts Receivable	94,988
Pledges Receivable	180,166
Prepaid Expenses	<u>349,989</u>
Total Current Assets	<u>6,107,668</u>
Pledge Receivable non current	116,708
Investments in Marketable Securities	2,886,208
Other Assets	59,859
Property & Equipment	1,682,387
<b>Total Assets</b>	<b><u>10,852,830</u></b>
<b>LIABILITIES AND NET ASSETS</b>	
Accounts Payable	165,958
Accrued Expenses	768,822
Deferred Income	5,136,990
Mortgage Payable, Current Portion	<u>77,420</u>
Total Current Liabilities	<u>6,149,190</u>
Mortgage Payable, Long Term Portion	2,400,748
Other Liabilities	59,859
Net Assets	2,243,033
<b>Total Liabilities and Net Assets</b>	<b><u>10,852,830</u></b>

# Statement of Revenue and Expenses

Year Ended October 31, 2017



## REVENUES

Member Dues	3,480,674
Meetings & Events	2,230,097
Professional Development	1,492,719
Business Development	1,845,315
The Club Foundation Contributions and other income	348,059
Interest Income	252,767
Other Income	303,750
Wine Society	<u>163,081</u>
<b>Total Revenues</b>	<b><u>10,116,462</u></b>

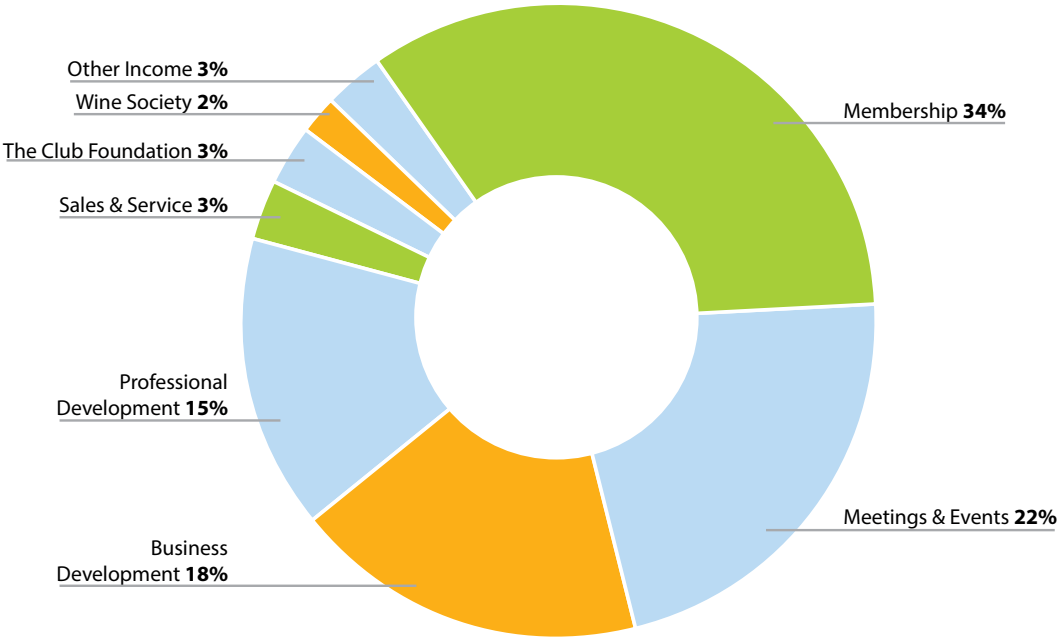
## EXPENSES

Meetings & Events	1,884,321
Professional Development	1,460,293
General Admin & Board Comm	2,530,918
Business Development	1,117,498
The Club Foundation	550,355
Member Services	1,053,879
Wine Society	203,487
Building	527,472
Other Expenses	<u>176,272</u>
<b>Total Expenses</b>	<b><u>9,504,495</u></b>
Net Gain on Investments in Marketable Securities	191,230
Change in Temporarily Restricted Net Assets	<u>135,262</u>
Changes in Net Assets	<u>938,459</u>

Net Assets beginning of year	1,304,574
<b>Net Assets end of year</b>	<b><u>2,243,033</u></b>

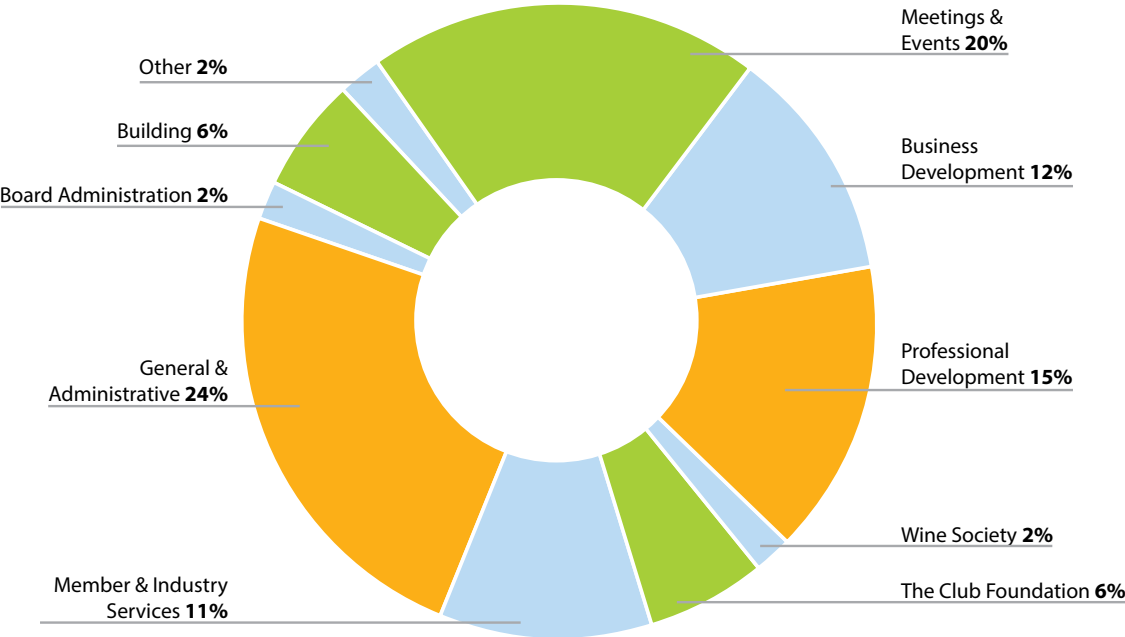
# CMAA Consolidated Operating Revenue by Source

## Fiscal Year 2017



# CMAA Consolidated Operating Expense by Activity

## Fiscal Year 2017



# Membership and Membership Engagement

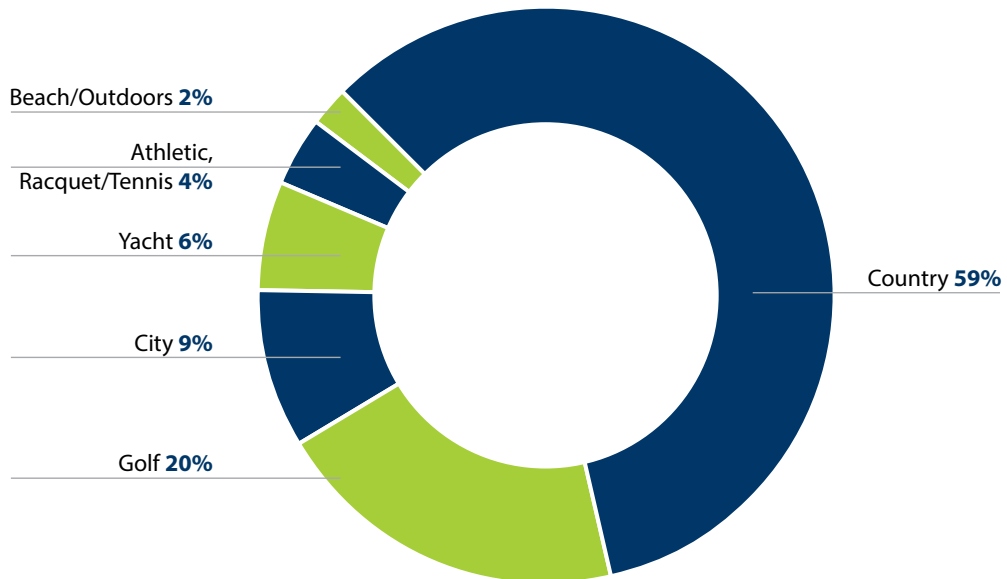
## 2017 Members

**6,744** Total Number of Members

**617** New Professional Members

**1,381** Student Members

### Percentage of Members by Club Type:





## CMAA Special Interest Groups (Member Communities):

Through its 2016-2020 Strategic Plan, CMAA has placed great emphasis on the growth of its existing member communities, Special Interest Groups (SIGs), as well as the development of more to come. The general goals of CMAA's SIGs are to bring together members of similar character and shared interests to build communities within the Association at-large; cultivate the expertise that exists within the groups to share not only among themselves, but with all CMAA members; and, together with

CMAA staff, co-create an engaged and diverse Association membership.

CMAA's most active member communities – The International Wine Society, which is celebrating its 30-year anniversary; the Women in Club Management; and the Young Professionals (YoPro), CMAA members under the age of 40 – are thriving, and together providing thousands of CMAA members with a more enriching membership experience.

1,714 YoPro

1,090 Women in Club Management

540 International Wine Society

## Advocacy



In conjunction with the National Club Association, Capitol Hill Day returned as part of the annual Leadership/Legislative Conference on September 8. **Thirty** CMAA Members participated in 24 meetings with Members of Congress and their staff.

## ClubCareers

450 Across all categories, CMAA featured more than 450 job openings

Members Only The member-only Managerial Openings List (MOL) continues to be the most visited page on [cmaa.org](http://cmaa.org)

150 CMAA added the Entry-Level Opportunities list to meet members requests. Debuting on November 1, members listed more than 150 jobs in the first six weeks.

HELP WANTED CMAA has four job boards: Internships, Entry-Level Opportunities (ELO), Mid-Management Opportunities (MMCO) and the Managerial Openings List (MOL). Internships and ELO are free listings; the MMCO and MOL are charged based on salary range.



Members continue to take advantage of the career resources: résumé critiques, résumé and LinkedIn profiles, and bundles. These services are provided by a Certified, Professional Resume Writer at Riklan Services.



Coaching services continue to be utilized by members in job transition.

# Professional Development

## **Business Management Institutes:**



**Sixteen programs** were held, attended by **608** club management professionals.

## **CMAA University:**

**1,978.5**

Credits Earned by CMAA Members: **1,978.5** (63 AA and 1,915.5 CMI)

**29**

New Mentees in the Manager In Development (MID) Program (including International Partnership with South Africa): **29**

**238.5**

Overall, CMAA University offers 69 complimentary credits (4 AA, 65 CMI) and a total of **238.5** credits including purchasable content.



Webinars conducted in 2017: **17**

**1,400**

More than **1,400** association activity (AA) credits earned from webinars

## **Certification:**

**54**

New Certified Club Managers (CCM): **54**

**40**

New Members of the Honor Society: **40**

**41**

New Certified Chief Executives (CCE): **41**

## **Board Education:**



Governance/Leadership Summits: **6**

**163**

CMAA Members and Board Members Who Participated in Five Regional Programs: **163**

## **Research:**



CMAA moved to a new annual survey vendor who brings more than 35 years of experience working with trade and professional associations.

**360**

2017 Industry Survey: Recruiting Hourly Employees: **360** Participating Managers



Generational Issues: three white papers and two webinars were produced from academia and industry experts.

**403**

2017 Finance and Operations Report: **403** Participating Clubs

# Events

## Mid-Management Conference (MMC)



The MMC returned to the Upper Mid-West Chapter (Minneapolis, MN), and included a joint all-day session with the Chapter. The event was last held there in 2008.



A total of **82** attendees from around the country earned a collective **1,035** Education Credits on site in Minneapolis.

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## National Student Education Conference (NSEC)



In 2017, CMAA brought the planning and execution of NSEC in-house, hosting the event in Washington, DC. A total of **135** student and faculty members from **24** universities attended the sold-out, four-day conference, visiting three of the area's best clubs. Attendees heard from **23** speakers who covered a wide range of topics, from the differences of the various club types in our industry to the Young Professionals' perspective on club management. Throughout the weekend, students and faculty alike were afforded the opportunity to network and connect with their peers and CMAA managers – building the bridge to ensure the development of the next generation of industry professionals.

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## 90th World Conference on Club Management



Average Session Rating:  
**4.44/5**



**228** First time attendees were able to claim their credits and have them immediately post to their online education record.



Percentage of speakers who were first-time presenters: **51%**



Individual Sessions offered in Orlando: **96**



Sheila Johnson, successful entrepreneur and impassioned philanthropist, was the first African-American female keynote presenter.



Total number of Certification Credits Earned Collectively: **22,933**



CMAA offered a mix of 60- and 90-minute sessions based on statistical feedback from member survey that both session formats were desirable.

## Business Development

**x2**

Club Resource Center (CRC) – **Doubled** subscriber usage from FY2016 to FY2017

**25**

Established Premier Program by adding **25** new companies to the program

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## The Club Foundation

**22**

Number of scholarships awarded in fiscal year 2017, totaling more than **\$279,000**.

**100%**

**100%** of CMAA/CF staff and boards donated to The Club Foundation

**5**

Number of outreach initiatives supported by The Club Foundation for more than **\$60,000**.



The Giving Tuesday campaign raised a total of **\$21,000**, **\$10,000** of which was a matching donation made by the Carolinas Chapter.

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## Technology



CMAA extended its event app to more than **10** groups including BMI programs and the World Conference on Club Management.



CMAA staff invested several **hundred hours** of time in evaluating and selecting association management software to streamline workflows and enrich the online member experience.

## 2017 Board of Directors



### *Front (left to right)*

#### **Secretary-Treasurer**

**Randy J. Ruder, CCM, CCE**

Beach Point Club  
Mamaroneck, NY

#### **Immediate Past President**

**Jill R. Philmon, CCM, CCE**

Ballantyne Country Club  
Charlotte, NC

#### **President**

**Robert C. James, CCM, CCE, CHE**

Westchester Country Club  
Rye, NY

#### **Chief Executive Officer**

**Jeff D. Morgan, FASAE, CAE**

Alexandria, VA

#### **Vice President**

**Robert J. Crifasi, CCM, CCE, CPA**

New Orleans Country Club  
New Orleans, LA

#### **(Not Pictured)**

**William E. Langley, CCM, CCE**

Quail Ridge Country Club  
Boynton Beach, FL

### *Back (left to right)*

#### **Joe Mendez, CCM, CCE**

Germantown Cricket Club  
Philadelphia, PA

#### **Mitchell S. Platt, MCM, CCE**

Cosmos Club  
Washington, DC

#### **Christina Toups, CCM, CCE**

Ridglea Country Club  
Fort Worth, TX

#### **Eric Dietz, CCM, CCE, PGA**

Mountain Lake  
Lake Wales, FL

#### **Brian Kroh, CCM**

John's Island Club  
Vero Beach, FL

#### **Michael D. Seabrook, CCM, CCE**

Belle Meade Country Club  
Nashville, TN

#### **Mark A. Bado, MCM, CCE**

Myers Park Country Club  
Charlotte, NC

#### **Frank Cordeiro, CCM**

Diablo Country Club  
Diablo, CA