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.

VISION STATEMENT
A thriving club industry led by CMAA educated professionals.
CMAA is first and foremost a membership organization and our mission remains to encourage, engage, and enlighten our members on their club management journey. In our 92nd year, our Association continued to expand our in-person educational opportunities and online member resources.

The year began with an amazing experience at the 2019 World Conference and Club Business Expo experience in Nashville, TN. Our Conference is typically the highlight of the year, but Nashville exceeded all expectations with stellar education and networking opportunities!

Our Summits continued to flourish with the addition of the inaugural Communications Summit in Atlanta, GA, in March and the Capital Improvement Summit in October in Chicago, IL. The Governance/Leadership Summits were retitled to the Club Leadership Summits and three summits were held around the country to provide cooperative education for GM/COOs and Board Members.

The Mid-Management Conference returned in September to New Orleans, LA. The refreshed format focused on the topics of food and beverage management, event and service management, human resources, club governance, and leadership. Attendees were exposed to hospitality at its finest at the iconic French Quarter restaurant, Brennan’s, and two of the area’s most prestigious clubs: The New Orleans Country Club and Metairie Country Club.
In mid-2019, CMAA announced the next evolution of its member communities, CMAA Connect. This private, professional networking community is where CMAA members can find:

» The **Best Practices Community** where you can crowdsource answers to your most pressing questions and participate in Ask the Expert, staffed by industry experts;

» Complete **directory listings of colleagues**, and

» Communities of interest based on commonalities like the member communities including the **Wine Society**, **Women in Club Management**, and **Young Professionals** as well as groups of members based on committee involvement, interest area, event registration, or other criteria. This includes all **Business Management Institute programs**.

Each community has its own landing page, complete with discussion forums, a library to share documents, a roster of community members, and a place for announcements. Connect provides the opportunity to connect with all of our members, regardless of geography, and we are very excited about its growth and possibilities in 2020.

Launched in July, the focus of the **Board Brief** publication is to educate and inform club board members on the latest trends, research, legislative, legal, and regulatory information, and best practices in the club industry. The impetus for this publication came from CMAA’s Advocacy and Communication Committees. It is published bimonthly in conjunction with **Club Management magazine**, the official publication of CMAA. It is designed in a format which can easily be shared with your entire board.

And last but not least, our resource **Your Club and the Law** has been updated through an easy to understand and consume **white paper series**. The first four focus on the club’s relationship to employees, a perennial challenge.

As we close 2019 and move into 2020, the efforts of our National Board and Staff team focus on meeting the needs of the club management today and in the future.
With our eyes on the horizon, looking ahead to better position CMAA in the future, we maintained our commitment to update our Association technology and internal systems to better serve our members in 2019.

A primary objective was the development and creation of the next CMAA Strategic Plan.

We sought input from CMAA National and Chapter leaders, member communities, a member survey, and two task forces. The process began with a member survey providing key insights into the professional and personal challenges facing CMAA members, satisfaction with CMAA, and opportunities where CMAA might be of better help.

In early May, eight CMAA Committees and Taskforces met in person at National Committee Week. The passion in these meetings for CMAA is strong and it is always wonderful to see a great exchange of ideas on CMAA’s behalf. Each meeting included a strategic session on thoughts from Committee members of opportunities to be included in the conversations for the Strategic Plan, based on societal and industry trends.

In July, the National Board spent their summer meeting reviewing the individual Committee discussions and framing their own areas of importance for consideration in the next strategic plan. This information, coupled with insights from the member survey, set the tone for the in-person, all-day workshop at the Leadership/Legislative Conference where 150 participants took part using the World Café model.
Following LLC, the discussions and input from findings of the Chapter-National Alignment Task Force that has been quietly working for the past two years, were reviewed by the Board and the Strategic Plan was drafted and reviewed by the CMAA team. The Board of Directors is slated to review and approve the Plan at its meeting in February 2020.

Beyond this important future-focused work, CMAA continued to enhance its technology and member service capabilities in multiple areas, including:

» Continued updates to our Association Management System (AMS)

» Improved and more user-friendly event registration and management system

» Integration of our CMAA Connect platform with our Business Management Institutes and Summit programs

Externally, we were excited to partner with ID123 to provide digital membership cards for the 2020 membership year. Members will not have to worry about losing their membership card ever again as it can easily be accessed at any time via the ID123 app.

We now turn our sights to overhauling our website and introducing a new email platform with user-selected communication preferences in 2020. CMAA continues to push into the future with leveraging technology to best serve you.

As we move into 2020, our momentum is strong and focused on the adoption and implementation of our CMAA Strategic Plan.
## BALANCE SHEET

Club Management Association Of America And Affiliates
Consolidated Statement Of Financial Position

Year Ended October 31, 2019

### ASSETS

**Current Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>5,065,108</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>519,984</td>
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<tr>
<td>Pledges Receivable</td>
<td>25,450</td>
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<tr>
<td>Prepaid Expenses</td>
<td>419,890</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>6,030,432</strong></td>
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<tr>
<td>Pledge Receivable non current</td>
<td>166,742</td>
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<tr>
<td>Investments in Marketable Securities</td>
<td>3,735,982</td>
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<tr>
<td>Other Assets</td>
<td>127,114</td>
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<tr>
<td>Property &amp; Equipment</td>
<td>1,610,753</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>11,671,023</strong></td>
</tr>
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</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>160,295</td>
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<tr>
<td>Accrued Expenses</td>
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<td>Deferred Income</td>
<td>4,610,966</td>
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<td>Mortgage Payable, Current Portion</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td>Mortgage Payable, Long Term Portion</td>
<td>2,303,322</td>
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<td>Other Liabilities</td>
<td>127,114</td>
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<td>Net Assets</td>
<td>3,928,054</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>11,671,023</strong></td>
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</table>
# STATEMENT OF ACTIVITIES

*Year Ended October 31, 2019*

## REVENUES

<table>
<thead>
<tr>
<th>Revenue Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Dues</td>
<td>3,581,402</td>
</tr>
<tr>
<td>Meetings &amp; Events</td>
<td>2,486,829</td>
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<tr>
<td>Professional Development</td>
<td>2,197,858</td>
</tr>
<tr>
<td>Business Development</td>
<td>2,070,623</td>
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<tr>
<td>The Club Foundation Contributions and other income</td>
<td>368,559</td>
</tr>
<tr>
<td>Interest Income</td>
<td>116,615</td>
</tr>
<tr>
<td>Career Services and Other</td>
<td>278,282</td>
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<tr>
<td>Advertising Income and Other</td>
<td>280,301</td>
</tr>
<tr>
<td>Wine Society</td>
<td>156,384</td>
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</table>

**Total Revenues** 11,536,853

## EXPENSES

<table>
<thead>
<tr>
<th>Expense Type</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Meetings &amp; Events</td>
<td>2,718,743</td>
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<tr>
<td>Professional Development</td>
<td>1,859,871</td>
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<tr>
<td>General Admin &amp; Board Comm</td>
<td>2,605,419</td>
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<tr>
<td>Business Development</td>
<td>1,321,845</td>
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<tr>
<td>The Club Foundation</td>
<td>193,713</td>
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<tr>
<td>Member Services</td>
<td>993,461</td>
</tr>
<tr>
<td>Wine Society</td>
<td>195,589</td>
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<tr>
<td>Building</td>
<td>537,338</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>205,580</td>
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</table>

**Total Expenses** 10,631,559

<table>
<thead>
<tr>
<th>Additional Adjustments</th>
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<tbody>
<tr>
<td>Net Gain on Investments in Marketable Securities</td>
<td>&lt;175,407&gt;</td>
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<tr>
<td>Change in Temporarily Restricted Net Assets</td>
<td>&lt;95,651&gt;</td>
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<tr>
<td>Changes in Net Assets</td>
<td>1,176,352</td>
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</tbody>
</table>

## Net Assets

| Net Assets Beginning of Year | 2,751,702 |
| Net Assets End of Year      | 3,928,054 |
CMAA Consolidated Operating Revenue by Source

Fiscal Year 2019

- Membership 31%
- Meetings & Events 22%
- Business Development 17%
- Professional Development 19%
- Other Income 2%
- Wine Society 1%
- The Club Foundation 3%
- Sales & Service 5%
- Other 2%
- Building 5%
- Board Administration 2%
- General & Administrative 22%
- Member & Industry Services 10%
- Business Development 12%
- Professional Development 17%
- Wine Society 2%
- The Club Foundation 2%
MEMBERSHIP PROFILE AND ENGAGEMENT

6,577 TOTAL NUMBER OF MEMBERS
746 NEW PROFESSIONAL MEMBERS
1,133 STUDENT MEMBERS

New Member Growth over the Past Five Years

<table>
<thead>
<tr>
<th>Month</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tr>
<td>January</td>
<td>56</td>
<td>46</td>
<td>71</td>
<td>82</td>
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<tr>
<td>February</td>
<td>74</td>
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<td>45</td>
<td>89</td>
<td>80</td>
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<tr>
<td>March</td>
<td>49</td>
<td>46</td>
<td>50</td>
<td>60</td>
<td>49</td>
</tr>
<tr>
<td>April</td>
<td>78</td>
<td>61</td>
<td>54</td>
<td>71</td>
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<tr>
<td>May</td>
<td>46</td>
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<td>59</td>
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<tr>
<td>June</td>
<td>42</td>
<td>38</td>
<td>47</td>
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<td>July</td>
<td>30</td>
<td>36</td>
<td>30</td>
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<td>August</td>
<td>33</td>
<td>37</td>
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<td>43</td>
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<tr>
<td>September</td>
<td>44</td>
<td>53</td>
<td>32</td>
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<td>October</td>
<td>70</td>
<td>87</td>
<td>74</td>
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<td>November</td>
<td>79</td>
<td>75</td>
<td>65</td>
<td>91</td>
<td>81</td>
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<tr>
<td>December</td>
<td>60</td>
<td>72</td>
<td>36</td>
<td>53</td>
<td>69</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>661</strong></td>
<td><strong>683</strong></td>
<td><strong>617</strong></td>
<td><strong>742</strong></td>
<td><strong>746</strong></td>
</tr>
</tbody>
</table>
Member Profile

46

AVERAGE AGE OF CMAA PROFESSIONAL MEMBERS

Role within Their Club

53.4%

MEMBERS WHO HOLD THE TITLE OF GM/COO/CEO/AGM

46.5%

MEMBERS WHO REPRESENT THE OTHER VARIOUS MANAGEMENT TITLES THAT MAKE UP A CLUB

National Volunteers

244

NATIONAL COMMITTEE MEMBER VOLUNTEERS

576

CHAPTER LEADERS
MEMBER ENGAGEMENT AND COMMUNICATIONS

CMAA Connect

In mid-2019, CMAA announced the next evolution of its member communities, CMAA Connect. This private, professional networking community is where CMAA members can find:

» The Best Practices Community where you can crowdsource answers to your most pressing questions and participate in Ask the Expert, staffed by industry experts;
» Complete directory listings of colleagues, and
» Communities of interest based on commonalities like the Wine Society, Women in Club Management, and Young Professionals.

Communities are groups of members based on committee involvement, interest area, event registration, or other criteria. This includes all Business Management Institute program. Each community has its own landing page, complete with discussion forums, a library to share documents, a roster of community members, and a place for announcements.

The Board Brief

Designed for Club Board of Directors, this supplemental is published bimonthly in conjunction with Club Management magazine, the official publication of the Club Management Association of America. Launched alongside the July/August issue of Club Management, the Board Brief is designed to educate and inform on the latest trends, research, legislative, legal, and regulatory information, and best practices in the club industry.

Let’s Talk Club Management Podcast

In its second year, the podcast has reached 6,000 plays and continues to feature a variety of voices of CMAA members and the staff team on topics including governance, board relations, career development, and industry trends. Each edition features a club-tested idea and Association news updates. The podcast is available through Apple Podcasts as well as CMAA’s website.
Social Media
Member and industry engagement across all platforms has increased, with new hashtags and coordinated content around #MemberMondays, #WorldConferenceWednesdays, and #IdeaFairFridays.

Twitter Followers 5,476
Instagram Followers 1,533
Facebook Followers 2,689
LinkedIn Company Page Followers 11,996
MEMBER COMMUNITIES

CMAA’s most active member communities – Wine Society, Women in Club Management, and Young Professionals (YoPros) – are already active on Connect and, through both in-person and online community opportunities, continue to provide thousands of CMAA members with a more enriching membership experience.

**Wine Society**
Members: 535
2019 Highlight: More than $73,000 was raised between the Wine Society’s Silent, Live, and Dinner Auctions.

**Women in Club Management**
Members: 1,127
2019 Highlight: Successful completion of the first year of the quarterly Coaching Conversation Series, which culminated with a jam-packed in-person session at the 2019 World Conference.

**YoPros**
Members: 1,759
2019 Highlight: More than 40 YoPros representing more than 25 chapters convened at the 2019 World Conference for a Hackathon, where chapter best practices were discussed and big-picture ideas were shared.
ADVOCACY

Advocating for CMAA Member’s Interests

» On April 15, the Golf Industry submitted their official comments to the Environmental Protection Agency regarding the proposed expansion of the Clean Water Act and Waters of the US Rule. These comments focus specifically on the impact to the golf industry and were collaboratively submitted by the Golf Course Superintendents Association of America, National Club Association, American Society of Golf Course Architects, Golf Course Builders Association of America, National Golf Course Owners Association, and CMAA.

» On May 20, CMAA and industry allies submitted their official comments to the Department of Labor regarding the proposed update to the Overtime rule. These comments focus specifically on the impact to the industry.

» Throughout the year, CMAA participated in multiple initiatives through We Are Golf, the Waters Advocacy Coalition, and the H-2B Workforce Coalition.

National Golf Day

On Wednesday, May 1, representatives of the We Are Golf coalition, including CMAA converged on Capitol Hill for the twelfth annual National Golf Day to educate lawmakers on the industry’s economic, environmental, health, and charitable benefits as well as to lobby on issues of chief importance to our industry. The substance of the meetings focused on the labor and environmental legislation and regulation impacting clubs and courses. CMAA’s Advocacy Committee led by Mitchell Platt, MCM, CCE, included Bradley Pollack, CCM, CCE; David Dew, CCM, CCE; James Cardamone, CCM, CCE; John Dorman, CCM; Graham House; William Johnson, CCM, CCE; William Shonk, CCM, CCE; Stephen Logiudice, CCM; and Jason Murphy, CCM, PGA. Committee members participated in multiple meetings with Congressional representatives from their states – California, Colorado, Florida, Illinois, Maryland, New York, South Carolina, Texas, and Virginia. CMAA was further represented by Chairman Randy Ruder, CCM, CCE; Board Member Michael Seabrook, CCM, CCE; President and CEO Jeff Morgan, FASAE, CAE, a member of the We Are Golf Board of Directors; Senior Director, Communications & Advocacy, Melissa Low, CAE; and multiple other interested CMAA members who attended from all over the country. The Washington, DC event was the largest to date with close to 300 industry representatives participating in approximately 244 Congressional visits and meetings.
### BUSINESS DEVELOPMENT

#### Club Resource Center (CRC)

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Clubs</td>
<td>294</td>
</tr>
<tr>
<td>Training Courses Accessed</td>
<td>17,405</td>
</tr>
<tr>
<td>Log Ins</td>
<td>13,914</td>
</tr>
</tbody>
</table>

#### Partnership Network

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participating Companies</td>
<td>13</td>
</tr>
<tr>
<td>Strategic Partners</td>
<td>3</td>
</tr>
<tr>
<td>Business Partners</td>
<td>8</td>
</tr>
<tr>
<td>Education Partners</td>
<td>2</td>
</tr>
</tbody>
</table>

**New for 2019:** Kopplin, Kuebler & Wallace, CMAA Business Partner, and Creative Golf Marketing, CMAA Education Partner.
Across all categories, CMAA featured hundreds of job openings in 2019. The member-only Managerial Openings List (MOL) maintains its position of being the most visited page on cmaa.org. CMAA has four job boards: Internships, Entry-Level Opportunities (ELO), Mid-Management Opportunities (MMCO), and the Managerial Openings List (MOL). Internships and the ELO are free listings; the MMCO and MOL are charged based on salary range.

This year, CMAA began a collaboration with Erin Kennedy of Professional Résumé Services. This company has multiple writers and editors that work with members start to finish on resumes that will get them noticed by potential employers. CMAA negotiated a reduced rate for this enhanced member benefit.

Coaching services continue to be utilized by members in all phases of their career. Kevin MacDonald and Shelley MacDougall continue to be in demand for various chapter meetings, club functions, and at the 2019 World Conference and Club Business Expo.

EVENTS

2019 World Conference and Club Business Expo, February 24-28, Nashville, TN

Nashville, TN, set the stage for CMAA's largest annual event. General and Business Sessions featured sports personalities Cooper Manning and Kirk Herbstreit; first woman Thunderbird Pilot Colonel Nicole Malachowski; CEO of Flywheel Sports Sarah Robb O’Hagan; and Olympian Scott Hamilton. The Networking Event was held at the historic Ryman Auditorium with an unforgettable private concert from country music superstar Jake Owen.

By the numbers

- Attendance: **10-15% Increase**
- First-Time Attendees: **280**
- Average Session Rating: **4.46/5.0**
- Individual Sessions Offered: **89**
- Percentage of Speakers Who Were First-Time Presenters: **51%**
- Club Business Expo Exhibiting Companies: **280**
- New Exhibitors: **70**

continued on next page >
Leadership/Legislative Conference, September 11-13, Charlotte, NC

This annual event featured sessions focused on the education and motivation necessary to have an immediate impact on chapter-national alignment efforts and volunteer management. The Conference featured a full-day strategy session where more than 160 attendees collaborated on 12 concepts ranging from governance to career development. CEO Jeff Morgan led this program world café style, using foresight initiatives driven by an association best practice perspective. CMAA national and chapter leaders and the national staff team worked together to get to the root of some of CMAA's future initiatives as well as tackled member resources and operational areas for consideration. All of this collaboration will be used in conjunction with the 2019 National Committee meetings outcomes to build CMAA's forthcoming Strategic Plan. Attendees enjoyed the visit to North Carolina's Queen City, getting to visit the Johnson & Wales campus as well as Carmel Country Club. We will be back in the Washington, DC area for the 2020 and 2021 LLCs.

Mid-Management Conference, October 6-9, New Orleans, LA

The Mid-Management Conference returned in 2019. The education focused on food and beverage as well as event and service management, human resources, club governance and leadership. Attendees visited two of the area’s most prestigious clubs: The New Orleans Country Club and Metairie Country Club as well as tour and dine at Brennan’s, a New Orleans institution.
National Student Education Conference (NSEC), October 31-November 3, Westchester County, NY

In 2019, CMAA student and faculty members gathered in Westchester County, NY. A total of 70 attendees from 12 universities attended the four-day conference, visiting five of Westchester County’s most recognizable clubs – Beach Point Club, Bronxville Field Club, Sleepy Hollow Country Club, Westchester Country Club, and Winged Foot Golf Club. Attendees participated in a strategic planning session with CMAA Leadership, rotated through breakouts with YoPros, and heard from five speakers who covered important topics such as career path, CMAA competencies, marketing in the club industry, and building a successful culture. 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.
SUMMITS

Capital Improvements Summit, October 15-16, Chicago, IL
Hosted in October of 2019 at the University Club of Chicago and Union League Club, this program focused on construction management in clubs and the competencies a club management professional needs to complete a successful project, renovation, or deconstruction. Topics were extensive and covered every aspect from start to finish of a major project. Speakers were club management professionals and industry experts and highlighted some of CMAA business partners (RSM) and allied partners, The International Facilities Management Organization (IFMA). The inaugural program had 64 attendees. This event will now be presented annually.

Club Leadership Summits: March 28, La Quinta Country Club, Palm Desert, CA; September 5, Philadelphia Country Club, Gladwyne, PA; September 26, Myers Park Country Club, Charlotte, NC
Retitled from the Governance/Leadership Summits to Club Leadership Summits, more than 160 club management professionals and their Board members attended the three regional programs offered.

Communication Summit, March 24-26, Atlanta, GA
In an effort to serve the entire club management community, CMAA created and held the first Communications Summit in Atlanta, GA, in March. Sixty-eight club communication professionals from 21 states and two countries (Canada and Bermuda) attended the inaugural event which was hosted at three clubs – Ansley Golf Club, Capital City Club, and Cherokee Town Club. The event covered topics such as technology trends, neuroscience of websites and design, communication preferences across generations, effective uses of video and effective use of food and beverage photos on websites and social media. This program will become an annual event.
CERTIFICATION AND PROFESSIONAL DEVELOPMENT

### Business Management Institutes
(US Based Programs)

<table>
<thead>
<tr>
<th>Number of Programs Held</th>
<th>Club Management Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>781</td>
</tr>
</tbody>
</table>

### Certification

- **New Certified Club Managers (CCM):** 92
- **New Members of the Honor Society:** 30
- **New Certified Chief Executives (CCE):** 12
CMAA University

The Executive Level Education area that houses complimentary CMI credits was refreshed to include only club specific content, bringing in **22.5 hours** of fresh content.

Webinars


<table>
<thead>
<tr>
<th>Webinars Presented in 2019</th>
<th>Number of Attendees and Association Activity Credits Awarded</th>
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</thead>
<tbody>
<tr>
<td>23</td>
<td>1,650</td>
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</table>
RESEARCH INITIATIVES

Your Club and the Law
Updated the employment section of the *Your Club and the Law* resource with four white papers available within the Best Practices Exchange and at cmaa.org/research:

» Chapter 1 – Employer-Employee Relationship
» Chapter 2 – Hiring the Employee
» Chapter 3 – The Employment Relationship
» Chapter 4 – Terminating the Employment Relationship

Best Practices Exchange Community
Launched Best Practices Exchange Community in CMAA Connect:

» Members Participating: 134
» Hosted two Ask the Experts
» Created a centralized location for CMAA Research deliverables as well as member submitted content

Finance and Operations Report
Completed 2019 Finance and Operations Report

» User-friendly enhancements including the division of the $10 million plus category into two and the addition of several new filters for the online data analytics tool.

Other Projects

» Visited four chapters with Global Golf Advisors, a CMAA Business Partner, to talk about how research is shaping the industry.

» CMAA has 2 staff members qualified in Lumina Learning tools. In addition to the presentation at three different BMI programs to CMAA members, this year marked the expansion of offering these tools to club teams. Our qualified presenters facilitated workshops at 5 clubs.
2019 BOARD OF DIRECTORS

Front Row (left to right)

**Janine Budzius, CCM, CCE**
Philadelphia Country Club
Gladwyne, PA

**President & Chief Executive Officer**
**Jeff Morgan, FASAE, CAE**
Alexandria, VA

**Immediate Past President**
**Robert J. Crifasi, CCM, CCE, CPA**
New Orleans Country Club
New Orleans, LA

Chairman
**Randy J. Ruder, CCM, CCE**
Beach Point Club
Mamaroneck, NY

**Vice Chairman**
**Mark A. Bado, MCM, CCE**
Myers Park Country Club
Charlotte, NC

Secretary-Treasurer
**Brian Kroh, CCM**
John’s Island Club
Vero Beach, FL

**Christina Toups, CCM, CCE**
Ridglea Country Club
Fort Worth, TX

Back Row (left to right)

**Michael D. Seabrook, CCM, CCE**
Belle Meade Country Club
Nashville, TN

**Richard L. LaRocca, CCM, CCE**
Beechmont Country Club
Cleveland, OH

**Eric Dietz, CCM, CCE, PGA**
Mountain Lake
Lake Wales, FL

**Mitchell S. Platt, MCM, CCE**
Cosmos Club
Washington, DC

**Steve Buck, CCM, CCE**
Stock Farm Club
Hamilton, MT

**Michael Wheeler, MCM, CCE**
Cherokee Town & Country Club
Atlanta, GA

**Joe Mendez, CCM, CCE**
Riverton Country Club
Cinnaminson, NJ
The mission of the Club Foundation is to financially support the club management profession through education, research, and outreach initiatives.

Number of Scholarships Awarded in FY2019: 27 scholarships totaling more than $75,000
- Joe Perdue: 5
- Willmoore H. Kendall: 7
- Sally Burns Rambo: 11
- James B. Singerling: 2
- LaRocca Family: 2

Outreach Initiatives Supported by CF in FY2019:
- $10,000 to Caddy for a Cure
- $20,000 to Nextgengolf
- $20,000 to Tee It Up for the Troops

Percent of Staff and Board Who Donated to CF in FY2019:
- CMAA Staff Team: 100%
- CMAA Board of Directors: 100%
- CF Board of Governors: 100%

CMAA Members that Annually Support The Club Foundation: 30%

Help us reach our goal of 100% member participation! Please consider donating today. Text the word "clubs" to 41444 and donate from your phone. Every dollar counts.
THE CLUB FOUNDATION BOARD OF GOVERNORS

Chairman Burton Ward, CCM, CCE, Century Country Club
Vice Chairman Nicholas LaRocca, Muirfield Village Golf Club
Treasurer Ted Gillary, CCM, CCE, Detroit Athletic Club
Secretary Barry Symons, Jonas Software

Governors
Skip Avery, CCM, CCE, CHAMBERS
Mark Bado, MCM, CCE, Myers Park Country Club
Bobby Crifasi, CCM, CCE, CPA, New Orleans Country Club
LuAnn Giovannelli, CCM, CAM, Bay Colony Community Association
Brian Kroh, CCM, John’s Island Club
Todd Marsh, CCM, CCE, Conway Farms Golf Club
Tim Minahan, CCM, CCE, Country Club of Buffalo
Jeff Morgan, FASAE, CAE, CMAA President & CEO
Donna Otis, CCM, CCE, The Bridges at Rancho Santa Fe
Fred Palmer, Jr., Club Car
Mike Parkhurst, Textron Golf
Randy Ruder, CCM, CCE, Beach Point Club
Terra Waldron, CCM, CCE, Greensboro Country Club
The Club Spa & Fitness Association (CSFA) became a subsidiary of CMAA on November 1, 2018. While the two associations had a history of collaboration dating back to 2009 – to include CSFA being managed by CMAA the year prior – 2019 was a strong first year of being in an official subsidiary relationship.

Like CMAA, CSFA is a professional association committed to the advancement of the club industry, with CSFA specifically focusing on the development of club fitness, spa, and wellness professionals. Members of both organizations have benefited from the collaboration in many areas including:

**Research**
- Production of 2019 CSFA Finance & Operations Report
- Completion of 2019 CSFA Trends Survey (Report to be published January 2020)

**Professional Development**
- Growth in program quality and attendance quantity at CSFA’s Annual Conference & Corporate Partner Showcase
- 1 Regional Workshop in collaboration with CMAA’s Philadelphia & Vicinity Chapter
- Launch of a Just Lunch education series, with a total of 5 successful events in Houston, Atlanta, and South Florida
- Online learning opportunities, with 6 educational webinars
- Collaboration with 3 CMAA chapters on education content for chapter education
- Promotion of 2 CMAA education events that give focus to the wellness vertical: CMAA World Conference and BMI Sports & Recreation Management

**Communications**
- Redesign of CSFA News and increase in production from three to four times-per-year
- Launch of Quick HIITS, an enewsletter distributed in alternating months of CSFA News
- Creation of a community on CMAA Connect
- Increased presence on Instagram and Twitter and #WellnessWednesdays

**CSFA By the Numbers**
- Members: 194 members representing 26 states
- Corporate Partners: 17
- Board of Directions: 12-members representing 8 states
CSFA BOARD OF DIRECTORS

Chair John R. Porter, Army Navy Country Club, Arlington, VA
Past Chair Kevin B. Caldabaugh, John’s Island Club, Vero Beach, FL
Vice Chair Luis Bracamonte, Ocean Reef Club, Key Largo, FL
Secretary-Treasurer Brendan Crotty, River Oaks Country Club, Houston, TX

Directors
Pamela Caldwell, The Club at Admirals Cove, Jupiter, FL
Teresa McKee, Woodfield Country Club, Boca Raton, FL
Lukasz Monka, The Landings Club, Savannah, GA
Emma Rodgers, Chevy Chase Club, Chevy Chase, MD
Amy Schlossenberg, Lakewood Country Club, Rockville, MD
Matthew Spangenberg, Cherokee Town & Country Club, Atlanta, GA

Advisory Director Nicole Mains, Livingston, MT

CMAA Board Liaison Michael Seabrook, CCM, CCE, Belle Meade Country Club, Nashville, TN