



CMAA Strategic Plan 2020-2024

1. **The Club Professional:** CMAA will continue to grow and evolve its education, certification, and related program/offersings for today's club management professionals.
 - a. Evaluate and develop a plan to ensure CMAA's certification structure remains relevant by focusing on the changing competencies and club environment.
 - b. Continue to grow and evolve CMAA's educational offerings to serve various club management interest areas.
 - c. Broaden the focus on club governance within CMAA programs and services.
 - d. Continue to evaluate alternatives and upgrades to CMAA's educational learning platforms and programs; implement necessary changes after thorough evaluation and review.
 - e. Continue to expand CMAA resources to serve other club professionals ensuring clubs have strong, well-functioning management teams.
 - f. Consider expansion of CMAA offerings in the area of employment resources for the club professional including financial and retirement planning.

2. **The Profession:** As the caretaker of the profession, CMAA will continue to ensure the club management career is viewed in the best possible light from all publics.
 - a. Continue to find ways to brand and market the profession to the public, members, within clubs, and the industry.
 - b. Grow CMAA's research program to support the profession, club professionals, and the club.
 - c. Evaluate and grow CMAA's mentoring resources to ensure vibrant, informed club professionals at all levels.
 - d. Seek to develop resources to increase retention of young professionals entering into club management.

3. **The Student:** As a pathway into the club management profession, CMAA (National and Chapters) will seek to grow the student experience as it relates to increasing the understanding and likelihood of students selecting the club management career path.
 - a. Seek to create best-in-class student internship/apprentice programs for engaging student's interest and exposure to clubs.
 - b. Aspire to have universities, university administrators, and faculty understand contemporary club management practices and club dynamics and are representing the same to students within the core curriculum.
 - c. Evaluate and consider overarching National and Chapter strategies to recruit college students to work in club management.

4. **The Club:** Healthy and successful clubs are a core focus of club professionals/ employees. CMAA will continue to grow its resources and offerings to serve club needs through the professional staff.
 - a. CMAA will continue to establish and grow programs and resources to foster healthy governance in club boardrooms.
 - b. Consider club board- and volunteer-specific educational content.
 - c. Focus on ways CMAA can positively enhance club culture and clubs remain relevant in an ever-changing environment of diverse membership expectations.
 - d. Consider a CMAA best practices checklist or similar mechanism, distinguishing clubs that meet specific governance, operational, financial, and other metrics.

5. **The Chapter:** CMAA's organizational success consists of National and affiliated Chapters. Evaluate and implement programs and processes that enhance and create consistency in the member experience across all CMAA entities.
 - a. Develop more resources for affiliated Chapters to promote successful chapter operations.
 - b. Study, evaluate, and consider providing turnkey services for CMAA Chapter operation components.
 - c. Study, evaluate, and consider a more regional structure for CMAA Chapters to improve member value and experience.
 - d. Study, evaluate, and consider resources and methods to increase volunteer engagement at the Chapter/grassroots level.

6. **The Association:** CMAA will continue to focus on how the club management profession and industry is changing, keeping pace at a missional and operational level.
 - a. Study, evaluate, and consider a revised organizational CMAA dues structure that does not lose individual member integrity, but would increase membership involvement for club staff; would simplify dues billing; and would create consistency across affiliated Chapters and National.
 - b. Continue to focus on CMAA's infrastructure, operation, building and corporate partnerships to ensure all will best serve CMAA's membership in value, function, and operation.

- c. Grow the CMAA organization to best serve club professionals throughout the club.
- d. Ensure CMAA's operations are keeping pace with best practices for associations.
- e. Continue to grow the CMAA brand among club members and other club publics.
- f. Evaluate and consider how consolidation of industry and professional organizations could benefit CMAA members and corresponding clubs.

7. The Future: CMAA will focus on proactively shaping the future of the club management profession in a time where society, clubs, and the club management industry are evolving. CMAA members will be well prepared and positioned to best continue engineering and executing exceptional club/member experiences.

- a. Study, evaluate, discuss, and consider the impact from technology advances, evolving governmental impact, generational shifts, human interaction, volunteer engagement, and other external factors that will affect club operations and the profession.
- b. Study, evaluate, discuss, and consider the impact due to evolving learning methodologies, governance practices, workforce/workplace dynamics, culture, advocacy, and other internal factors that will affect club operations and the profession.
- c. Study, evaluate, discuss, and consider the impact to CMAA from impending external and internal trends affecting clubs and the club profession, including trends directly impacting CMAA's ability and expertise to serve its members.