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1. POLICY MANUAL
1.1 The CMAA Policy Manual will be kept current by the Association's CEO and distributed annually to the CMAA Board of Directors for review.
1.2 Any proposed verbal or written policy shall be approved by the Board of Directors, or the Executive Committee when time precludes review by the full Board.

2. ADMINISTRATIVE
2.1 CMAA Antitrust Guidelines

The policy of the Club Management Association of America (CMAA) is to comply fully and strictly with both federal and state antitrust laws. Full compliance with the antitrust laws is a requirement for CMAA membership, and responsibility for compliance rests with each member.

Professional associations are recognized as valuable tools of American business. Nevertheless, since CMAA is by its nature a combination of competitors and other market participants, CMAA and its members must ensure that their activities do not constitute an illegal restraint of trade, or even create the appearance of such an anticompetitive restraint.

In this respect, there are a number of association activities that have the potential to raise issues of antitrust and trade regulation. These areas, addressed in greater detail below, include discussing certain categories of sensitive information; membership restrictions; statistical programs; standards setting; certification, and self-regulation; and public policy advocacy/lobbying; among other issues.

These guidelines are intended to assist you in understanding and fulfilling your responsibility to comply with CMAA's antitrust policy. In addition, please refer to the “Summary of Antitrust Dos and Don’ts” at the end of these guidelines for additional best practices.

DISCUSSIONS AT MEETINGS OR VIA ELECTRONIC/VOICE COMMUNICATIONS

Participants at CMAA meetings, whether meetings of the membership, the governing board, officers, committees, or subcommittees, must be aware that discussions of certain subjects raise grave antitrust dangers and therefore must be avoided. This also applies to group e-mails and other forms of electronic/voice communications to groups of people.

- The following topics of discussion must be avoided:
  - Current or future prices (great care should also be taken when discussing past prices)
  - What constitutes a fair profit or margin level
  - Possible increases or decreases in prices
  - Standardization or stabilization of prices
  - Pricing procedures
  - Cash discounts
  - Credit terms
  - Control of sales
  - Allocation of markets
  - Refusal to deal with a firm because of its pricing or distribution practices
  - Whether or not the pricing practices of any industry member are unethical or constitute an unfair trade practice

- The following topics of discussion can be appropriate at CMAA meetings or via other electronic/voice communications:
  - Reporting on general industry or profession economic trends
  - Describing advances or problems in relevant technology or research
  - Demonstrating methods by which an individual or Club can become more profitable by
acquiring better knowledge of its own costs
- Summarizing effective methods of purchasing and marketing
- Educating about various aspects of the science and art of management
- Considering industry or profession relations with local, state, or federal governments
- Reporting on experiences and developments in employment relations
- Relating efforts toward improvement of services
- Developing ways to respond to consumer or environmental issues
- Effecting energy use and supply
- Members have an obligation to terminate any discussion, seek legal counsel’s advice, or, if necessary, terminate any meeting if the discussion might be construed to raise any antitrust risks.

Membership Restrictions
Professional associations are permitted to adopt objective and reasonable standards for membership. Exclusionary membership practices that affect a market participant’s ability to compete, however, may raise antitrust issues. Similarly, denial of membership or discrimination in membership terms may place competitors at a disadvantage if membership is necessary to compete in the industry on equal terms. Thus, membership criteria must be clearly articulated and based on neutral, objective factors calculated to promote efficiency-enhancing and pro-competitive goals.

- Associations (and their chapters or grassroots organizations) exist to provide information and services that enable members to do business more successfully.
  - Associations ordinarily may restrict membership to persons engaged in the same field.
  - Associations ordinarily may restrict membership to those engaged in a trade or business within some recognized geographic boundaries.
  - Associations ordinarily may restrict membership to those willing to adhere to a reasonable code of business or professional conduct and to those demonstrably able to promptly pay dues.

- Although association membership is ordinarily a privilege that may be granted or denied if done so on reasonable grounds, association membership may sometimes become a right when denial of it would result in a serious economic disadvantage.
  - To restrict from membership one who is part of the field represented by the association may deprive the excluded person of the ability to compete on an equal basis with association members and, thus, may violate antitrust laws.
  - The greater the competitive advantage derived from association membership, the more likely it is that exclusion of a competitor from membership will be considered an unreasonable restraint of trade in violation of antitrust laws.
  - Restrictions on association membership because of race, religion, or sex ordinarily are not permissible and could be struck down under common law or discrimination law criteria. The same is true of restrictions based merely on unpopular business or professional views or practices of applicants (e.g., price discounting).
  - Restrictive membership rules “must be shown to be justified by the legitimate competitive needs of the association.”
  - Subjective membership criteria are generally not narrowly tailored to accomplish any legitimate goal of an association.
  - Membership rules may not seek to intentionally exclude competitors from access to the competitively significant benefits of membership. To do so is per se unlawful.
  - Membership fees charged to new members that are excessive and do not represent a fair share of costs may unreasonably exclude competition without furthering a competitive need of the association.
Statistical Programs/Surveys
Every organization can benefit from access to statistical data on sales, dues, costs, labor rates, and other economic and business factors about its industry. Statistical programs are designed to survey and report on business conditions and provide the means for measuring one's own performance against the norms of competitors in an industry. For many, statistical reports issued by their association are considered indispensable tools for maximizing productivity, efficiency, and profitability.

- Structured properly, an information exchange program is a legitimate and necessary function of a professional association. Nonetheless, because of the risk that information collected as part of an information exchange could be used for unlawful purposes (for example, as the basis for an agreement to fix prices or restrict output between competitors), a number of precautions must be taken:
  - Participation in the statistical program must be voluntary. No direct or indirect coercion should be applied to force, require, or intimidate association members or nonmembers to participate.
  - The purpose of the program should be promulgated and understood by all as the collection and furnishing of specific useful business or professional information rather than the effecting of any agreement or understanding with respect to business or professional activities.
  - Information received and published should be historical rather than projected. Only past data or completed transactions should be used. The less current the information, the less likely it can be used as the basis for an illegal agreement or understanding.
  - The confidentiality of information supplied by each participant must be maintained. Only composite or average figures should be used in statistical reports. No average or composite should be used where less than five individual component figures are available lest one participant be able to extrapolate information on the other or others.
  - Data supplied by individual participants should not be shown to any other participants for any reason.
  - Published association statistical reports should not contain comments on the information contained in the reports that could in any way interpreted as an exhortation to participants that they take some joint or concerted action in response to the information.
  - Unless retention of the information is considered particularly important for some purposes, individual submissions by participants in association statistical programs should be returned or discarded as soon as they have been used to make composite or average computations to avoid release in some subsequent government or private investigation or suit of data that participants may consider confidential.
  - Statistical programs ordinarily should not include price or fee information except under compelling circumstances. Price and fee reporting may be undertaken under strict rules, but it must be understood that no legal safeguards can absolutely protect association-published price and fee information from being used for illegal purposes.

Certification and Self-Regulation
While association certification and self-regulation can serve valuable procompetitive purposes, programs that unreasonably further the interests of certain members to the exclusion of others may raise antitrust concerns. Even if an association's intent is to improve members' ethical conduct and provide the public with better products and services, it still may violate the antitrust laws. Any industry certification program or attempt at self-regulation must be based on sound, objective justifications; must be reasonably related to the goals it is intended to achieve; must be no more extensive than is necessary to accomplish those goals; and must incorporate reasonable procedural safeguards to ensure that participants are not arbitrarily discriminated against.

Public Policy Advocacy/Lobbying
Under the Noerr-Pennington doctrine of antitrust immunity, joint action by professional associations or groups of competitors such as CMAA to influence government policy generally does not violate the antitrust laws. This doctrine generally includes legislative activity, litigation in the courts, and proceedings before administrative bodies, which are protected under the First Amendment to the Constitution.
However, seeking government action in order to injure a competitor directly – rather than as a result of the government action – is not protected by this immunity. For example, filing a baseless lawsuit against a competitor might be an antitrust violation if the motivation is to injure the competitor directly by hurting its reputation; in contrast, if the competitor is injured because it loses the lawsuit, there is no antitrust violation. In addition, under certain circumstances there is no immunity if a company makes false or misleading statements when it petitions the government.

While discussion of any public policy (i.e., bill, law, or regulation) is permitted under the law, CMAA members should refrain from any discussion that could be interpreted as an agreement to take common action on prices, discounts, refusals to deal, production, or allocation of customers or markets.

### 2.2 Business Travel Accident Insurance

When a member rents a car for CMAA-reimbursable business travel, that member should sign the rental company's contract with his/her name and put CMAA right after the name. The member should not take the insurance offered by the car company. This policy only covers rental cars that cost $40,000 or less. Rental car values should not exceed $40,000.

Class I coverage lists senior staff, the CMAA Board, and the CF Board. These individuals are covered for business and personal travel for a maximum of $100,000. Class II covers committee members and other CMAA staff for business travel only for a maximum of $50,000.

### 2.3 CMAA Corporate Sponsorships

#### 2.3.1 The CMAA Board of Directors supports the solicitation of sponsorships to assist with funding various Association-related programs and events. It is acknowledged that sponsors will be given appropriate recognition at National conferences and events to reflect their level of financial support, provided it is in good taste. The National Headquarters staff is ultimately responsible for securing these sponsorships and establishing appropriate recognition that is given to its sponsors.

- CMAA National staff will target companies that are national or global in scope.
- CMAA National staff will refer regional or local vendors to the appropriate chapter when applicable.
- CMAA National Staff will make every effort to connect National Corporate Partner resources to CMAA chapters.

#### 2.3.2 CMAA requests that Chapters allow National Corporate Partners to attend chapter meetings at member rates.

- CMAA requests that Chapters acknowledge National Corporate Partners who generate dollars through CMAA’s national program to the chapter.
- If a CMAA Chapter receives dollars from a National Corporate Partner as a part of the national corporate partnership program, it will recognize that partner as a part of a chapter partnership program, if applicable.

### 2.4 CMAA Conflict of Interest Policy & Whistleblower Policy

#### 2.4.1 Conflict Of Interest

CMAA has instituted a requirement that all directors of the Board must provide full disclosure of any conflict of interest. This conflict of interest policy and form is designed to assist officers, directors and volunteers of CMAA to identify any potential conflicts of and advise the CMAA Board of Directors of any conflict of Interest.

Conflict of Interest is defined as:

A.) Any transaction between CMAA and a Board member in which the Board member would have a material financial interest or personal gain from the transaction.

B.) A conflict of interest may also arise when a Board member has a material financial interest or a position in an organization that competes with CMAA and could influence the decisions.

C.) Receiving gifts, gratuities or other favors from a third-party person or company who is either competing or seeking to do business with CMAA.
We ask that all board members show due diligence in being forthright with any potential conflict of interest so the Executive Committee and Board of Directors may maintain the integrity of CMAA and its officers.

**Club Management Association of America**  
**CONFLICT OF INTEREST QUESTIONNAIRE**  
Board of Directors:

Have you accepted gifts, money or other favors of significant value and influence from a company seeking to do business with CMAA?

☐ Y  ☐ N

Have you acted in an influential position (board member, officer, employee, investor) of a company seeking to do business with CMAA?

☐ Y  ☐ N

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2.4.2 Whistleblower Policy

**General**

This Whistle Blower Policy of the Club Management Association of America encourages staff and volunteers to come forward with the credible information on legal practices or serious violations of adopted policies of CMAA, specifies that the CMAA will protect the person from retaliation and identifies where such information can be reported.

Club Management Association of America’s Code of Ethics and Conduct (“Code”) requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Association, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

**Reporting Responsibility**

It is the responsibility of all directors, officers and employees to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy.

**No Retaliation**

No director, officer or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking resolution outside the organization.

**Reporting Violations**

The Code addresses the Association’s open-door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee’s supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor’s response, you are encouraged to speak with the Human Resource Director or anyone in management whom you are comfortable in approaching, including the president of the Association. Supervisors and managers are required to report suspected violations of the Code of Conduct to the CEO of CMAA.

**Acting in Good Faith**

Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.
Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The CEO (or President if that individual is the one notified) will notify the sender and acknowledge receipt of the reported violation or suspected violation in a prompt manner. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

2.5 Document, Email, Electronic Records Destruction & Retention Policy

CMAA maintains the following schedule for the retention and/or destruction of records associated with the organization’s operations. This schedule, as modified, was adapted from the Sarbanes-Oxley Act as it relates to non-profit management policies and procedures.

Employees are directed to delete all non-business email and electronic records on a regular basis in addition to the scheduled destruction of business documents delineated below. Residual copies of deleted messages and accounts may take up to 60 days to be deleted from our current e-mail provider’s active servers and may remain in their offline backup systems. Employees are encouraged to establish a private email account(s) for receipt of their non-business email.

At the beginning of each new year, employees should identify and dispose of all documents, emails and electronic records that have reached surpassed the minimum time requirement of the retention schedule.
The following table provides the minimum requirements for records held by CMAA:

<table>
<thead>
<tr>
<th>Type Of Document</th>
<th>Minimum Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable ledgers and schedules</td>
<td>7 years</td>
</tr>
<tr>
<td>Audit reports</td>
<td>Permanent</td>
</tr>
<tr>
<td>Bank Reconciliations</td>
<td>2 years</td>
</tr>
<tr>
<td>Bank Statements</td>
<td>3 years</td>
</tr>
<tr>
<td>Checks (for important payments and purchases)</td>
<td>Permanent</td>
</tr>
<tr>
<td>Contracts, mortgages, notes and leases (expired)</td>
<td>7 years</td>
</tr>
<tr>
<td>Contracts (still in effect)</td>
<td>Permanent</td>
</tr>
<tr>
<td>Correspondence (general)</td>
<td>3 years</td>
</tr>
<tr>
<td>Correspondence (legal and important matters)</td>
<td>Permanent</td>
</tr>
<tr>
<td>Correspondence (with customers/vendors)</td>
<td>3 years</td>
</tr>
<tr>
<td>Deeds, bills of sale</td>
<td>Permanent</td>
</tr>
<tr>
<td>Depreciation Schedules</td>
<td>Permanent</td>
</tr>
<tr>
<td>Donation records</td>
<td>7 years</td>
</tr>
<tr>
<td>Duplicate deposit slips</td>
<td>3 years</td>
</tr>
<tr>
<td>Employment applications/resumes</td>
<td>3 years</td>
</tr>
<tr>
<td>Expense analyses/distribution schedules</td>
<td>7 years</td>
</tr>
<tr>
<td>Year-end financial statements</td>
<td>Permanent</td>
</tr>
<tr>
<td>Insurance policies (expired)</td>
<td>3 years</td>
</tr>
<tr>
<td>Insurance records, current accident reports, claims, policies, etc.</td>
<td>Permanent</td>
</tr>
<tr>
<td>Internal audit reports</td>
<td>3 years</td>
</tr>
<tr>
<td>Inventories of products, materials and supplies</td>
<td>7 years</td>
</tr>
<tr>
<td>Invoices (to customers/from vendors)</td>
<td>7 years</td>
</tr>
<tr>
<td>Minutes, by-laws, charter</td>
<td>Permanent</td>
</tr>
<tr>
<td>Patents, copyrights, trademark registrations and related papers</td>
<td>Permanent</td>
</tr>
<tr>
<td>Payroll records and summaries</td>
<td>7 years</td>
</tr>
<tr>
<td>Personnel files (terminated employees)</td>
<td>7 years</td>
</tr>
<tr>
<td>Retirement and pension records</td>
<td>Permanent</td>
</tr>
<tr>
<td>Tax returns and worksheets</td>
<td>Permanent</td>
</tr>
<tr>
<td>Timesheets</td>
<td>7 years</td>
</tr>
<tr>
<td>Withholding tax statements</td>
<td>7 years</td>
</tr>
</tbody>
</table>

### 2.6 Ethics and Grievances

2.6.1 The CMAA Code of Conduct and Ethics shall be applicable to its members without violating the antitrust laws of the country.

2.6.2 If there is an ethics and/or policy violation or a member grievance, the CMAA Board will have the final say in the matter.
2.7 **Fiscal Management/Finance**

2.7.1 The CEO shall submit an annual Operating Budget reflecting break-even results, or better, for the Board's approval.

2.7.2 The CEO shall submit a cash flow projection to the Board at the summer Board meeting each year.

2.7.3 CMAA will maintain cash reserves as determined by the Board of Directors.

2.7.4 Online electronic transfer may be used to expedite transfer of dollars from deposit to checking account, followed by a written authorization.

2.7.5 The World Conference budget, excluding the Club Business Expo, will be break-even or better.

2.7.6 CMAA Investing

**Short-Term Investments** (less than 12 months) should be invested in the following money market instruments:

- U.S. Treasury obligations guaranteed by the U.S. Government.
- Commercial Paper/Corporate papers of domestic companies with not less than an "A-1" rating by Standard & Poors Corp.
- Certificate of Deposit FDIC insured with no more than $100,000 in one institution or maximum of $250,000 if issued by banks with an A or better rating by Standard & Poors Corp.
- Money market funds up to the FDIC insured limit.

*Long-Term Investments* should be invested in a combination of Equities, Fixed Income, and Money Markets. The percent allocations and duration of the investment will be made by the CEO and Chief Financial Officer in conjunction with the policies established by the Board.

2.7.7 The Board stipulates that non-budget expenditures or contracts in excess of $25,000 be signed by the CEO with a report to the CMAA Board at least annually. All contractual obligations of CMAA must be authorized by the CEO or a legally bonded staff director. Also, a copy of all contracts must be given to the CFO/SVP, Finance & Accounting for safekeeping.

2.7.8 CMAA does not make use of master billing accounts for directors and committee member expenses at meetings.

2.7.9 The Board of Directors approves the use of major credit cards for all CMAA products and services.

2.7.10 The CEO is authorized to make out per diem checks in advance; and he/she may set up a special account for reimbursement of other justifiable Board meeting expenses.

2.7.11 The auditing firm is to send a management letter to the CMAA President [Chairman] and the Executive Committee.

2.7.12 Capital Expenditure Policy and Procedures

**Definition** – A capital expenditure is defined as any fixed asset purchase (equipment, furniture, computer software & hardware) that has a useful life of three or more years and a cost of more than $3,000 or major repairs, improvements and maintenance of the building that have a useful life of five or more years and costs more than $5,000.

**General Policy** – Each year the CEO will prepare a capital expenditure Budget along with the annual budget presented to the Executive Committee for review and the Board for approval. The Capital Expenditure budget will include a “Capital Expenditures Request Form” for each proposed budget item detailing the purpose, estimated costs and timing of implementation.

**Funding** – It is the CEO’s responsibility to notify the Board if funding sources other than surplus from operations will be needed. If any new (unapproved/unbudgeted) capital expenditures should be necessary during the year, the CEO will need board approval if the total cost exceeds $25,000.

2.8 **Legal**

2.8.1 The CEO is empowered as a matter of policy to spend money for legal costs as governed by budget and/or Board-approved priorities.
2.8.2 Members and chapters may not adopt, publicize, promote, or otherwise convey any policy or principle in the name of CMAA which has not been officially adopted by the Association.

2.9 **PCI Compliance**

PCI DSS is an acronym that stands for “Payment Card Industry Data Security Standard.” CMAA uses a credit card processing service that provides us with the most secure on-line processing and card reader machines for events such as the annual World Conference.

2.10 **Expense Account Limitations and Travel Policies/Travel Expense Reimbursement**

The Board of Directors of the Club Management Association of America (CMAA) recognizes that Board members, officers, employees, and committee members (Personnel) of CMAA may be required to travel or incur other expenses from time to time to conduct Association business in furtherance of the Association’s nonprofit mission. The purpose of this Policy is to ensure that (a) adequate cost controls are in place, (b) travel and other expenditures are appropriate, and (c) to provide a uniform and consistent approach for the timely reimbursement of authorized expenses incurred by Personnel. It is the policy of CMAA to reimburse only reasonable and necessary expenses actually incurred by Personnel.

When incurring business expenses, CMAA expects Personnel to:

- Exercise discretion and good business judgment with respect to those expenses.
- Be cost conscious and spend the Association’s money as carefully and judiciously as the individual would spend his or her own funds.
- Report expenses, supported by required documentation, as they were actually spent.

Any exception to this Policy must be approved by the Association CEO.

**Reimbursement Procedure:**

**Expense Report**

Expenses will not be reimbursed unless the individual requesting reimbursement submits a written Expense Report. The Expense Report, which shall be submitted at least monthly or within 90 days of the completion of travel if travel expense reimbursement is requested, must include:

- The individual’s name.
- If reimbursement for travel is requested, the date, origin, destination and purpose of the trip, including a description of each Association-related activity during the trip.
- If reimbursement for business-related entertainment is requested, the date and place of entertainment, the nature of the expense, the name and affiliation of all people for whom expenses are claimed (i.e., people on whom money is spent in order to conduct CMAA’s business), and a complete description of the business purpose of the activity.
- An itemized list of all expenses for which reimbursement is requested.

**Receipts**

No expense over $20 will be reimbursed unless the individual requesting reimbursement submits with the Expense Report written receipts from each vendor showing the vendor’s name, a description of the services provided (if not otherwise obvious), the date, and the total expenses, including tips (if applicable). If an original receipt is not available, the individual may submit alternative written proof of the expense, such as a credit card statement, cancelled check or, if nothing else is reasonably available, a written statement detailing the expense and the reason no receipt is available.

**General Travel Requirements:**

**Advance Approval**

All trips involving air travel or at least one overnight stay must be approved in advance by Senior Management.
**Necessity of Travel**

In determining the reasonableness and necessity of travel expenses, Personnel and the person authorizing the travel shall consider the ways in which the Association will benefit from the travel and weigh those benefits against the anticipated costs of the travel. The same considerations shall be taken into account in deciding whether a particular individual’s presence on a trip is necessary. In determining whether the benefits to the Association outweigh the costs, less expensive alternatives, such as participation by telephone or video conferencing, or the availability of local programs or training opportunities, shall be considered.

**Personal and Spousal Travel Expenses**

Individuals traveling on behalf of the Association may incorporate personal travel or business with their Association-related trips; however, Personnel shall not arrange Association travel at a time that is less advantageous to the Association or involving greater expense to the Association in order to accommodate personal travel plans. Any additional expenses incurred as a result of personal travel, including but not limited to extra hotel nights, additional stopovers, meals or transportation, are the sole responsibility of the individual and will not be reimbursed by the Association. Expenses associated with travel of an individual’s spouse, family, or friends will not be reimbursed by the Association (expenses associated with travel of a Board member’s spouse or significant other to/from the summer Board meeting will be reimbursed); it is the responsibility of the Personnel to determine any added cost for double room occupancy and other companion-related expenses and to make the appropriate adjustment in the reimbursement request.

**Air Travel**

**General**

In general, the Association will reimburse for the actual, reasonable cost of economy-class travel only, not for premium or first-class travel. Personnel are required to select the lowest economy class fare available for a reasonably convenient, comfortable, and safe itinerary. Whenever possible, air travel reservations should be booked round-trip and as far in advance as possible in order to take advantage of reduced fares. Baggage fees up to $25 per bag, per flight (maximum of two bags). All flights exceeding $500 must be pre-approved prior to purchase.

For an overnight international flight, an individual may upgrade to business class if it enables the individual to sleep during the flight and thereby save the time and cost of an overnight stay and the upgrade is approved in advance by the CEO.

**Saturday Stays**

Personnel traveling on behalf of the Association are not required to stay over Saturday nights to reduce the price of an airline ticket. An individual who chooses to stay over a Saturday night shall be reimbursed for reasonable lodging and meal expenses incurred over the weekend to the extent the expenses incurred do not exceed the difference between the price of the Saturday night stay ticket and the price of the lowest price available ticket that would not include a Saturday night stay. To receive reimbursement for such lodging and meal expenses, the individual must supply, along with the Expense Report, documentation of the amount of the difference between the price of the Saturday stay and non-Saturday stay airline tickets.

**Frequent Flyer Miles and Compensation for Denied Boarding**

Personnel traveling on behalf of the Association may accept and retain frequent flyer miles and compensation for denied boarding for their personal use. Individuals may not deliberately patronize a single airline to accumulate frequent flyer miles if a significantly less expensive comparable ticket is available on another airline.
Lodging
Personnel traveling on behalf of the Association may be reimbursed at the single room rate for the actual, reasonable cost of hotel accommodations of standard convenience, comfort and safety. Personnel shall make use of available corporate and discount rates for hotels. "Deluxe" or "luxury" hotel rates will not be reimbursed. Costs for in-room movies, mini-bar items, laundry (except on trips over seven days long), or personal phone calls (beyond one call home per day) will not be reimbursed. Whenever possible, travelers should use a cell phone or calling card rather than the hotel billing for long-distance calls. The Association will reimburse for the actual, reasonable cost of Internet access in a traveler’s hotel room or through the hotel’s business center if such service is used for business purposes.

When lodging accommodations have been arranged by the Association and the individual elects to stay elsewhere, reimbursement is made at the amount no higher than the rate negotiated by the Association and reimbursement shall not be made for transportation between the alternate lodging and the meeting site.

Meals
Personnel traveling on behalf of the Association are reimbursed for the reasonable and actual cost of meals subject to a maximum per diem meal allowance of $90 per day, inclusive of cocktails/beer/wine, service charges, tax, etc. (see guidelines below). Overages are the responsibility of the individual.

Suggested Meal Guidelines as follows (per person):
Breakfast: Recommended, $9 Maximum, $15
Lunch: Recommended, $20 Maximum, $25
Dinner: Recommended, $40 Maximum, $50

Ground Transportation
The Association will reimburse for the actual, reasonable cost of local ground transportation. Personnel are expected to use the most economical ground transportation appropriate under the circumstances and should generally use the following, in this order of desirability:

- **Courtesy Cars** – Many hotels have courtesy cars, which will take you to and from the airport at no charge. The hotel will generally have a well-marked courtesy phone at the airport if this service is available. Personnel should take advantage of this free service whenever possible.

- **Airport Shuttle or Bus** – Airport shuttles or buses generally travel to and from all major hotels for a small fee. At major airports such services are as quick as a taxi and considerably less expensive. Airport shuttle or bus services are generally located near the airport’s baggage claim area.

- **Taxis/Driver Partners** – When courtesy cars and airport shuttles are not available, taxis/driver partners (i.e., Uber, Lyft, etc.) are often the next most economical and convenient form of transportation when the trip is for a limited time and minimal mileage is involved. A taxi/driver partner may also be the most economical mode of transportation between an individual’s home and the airport.

- **Rental Cars** – Personnel may rent a car in connection with Association-related travel provided that advance approval has been given and the cost is less than alternative methods of transportation.

Personal Cars
Personnel are compensated for use of their personal cars when used for Association business. When individuals use their personal car for such travel, including travel to and from the airport, mileage will be allowed at the currently approved IRS rate per mile. In the case of individuals using their personal cars to take a trip that would normally be made by air, mileage will be allowed at the currently approved rate; however, the total mileage reimbursement will not exceed the sum of the lowest available round-trip, economy-class airfare.
Parking/Tolls
Parking and toll expenses, including charges for hotel parking, incurred by Personnel traveling on Association business will be reimbursed. The costs of parking tickets, fines, car washes, valet service, etc., are the responsibility of the individual and will not be reimbursed.

Business-Related Entertainment
Reasonable expenses incurred for business-related entertainment will be reimbursed only if the expenditures are approved in advance by Senior Management.

The Association will reimburse for the actual costs of entertainment expenses only to the extent that such expenses qualify as tax deductible expenses under the United States Internal Revenue Code (the “Code”) and are incurred under circumstances conducive to a business discussion. Pursuant to the Code, entertainment expenses are deductible only if the expenses are “ordinary” (common and accepted in your field of business), “necessary” (helpful and appropriate to your business), and not “lavish or extravagant” (reasonable under the circumstances), and are directly related to or associated with the conduct of business. “Entertainment” includes the arrangement of activities, events, meals, refreshments or similar items for individuals or entities that have a business relationship or potential business relationship with the Association.

Participants at entertainment functions shall not include the spouse, partner, child, or other personal companion of Personnel unless the companion is also conducting business on behalf of the Association.

Other Expenses
The Association will reimburse for actual, reasonable incidental costs associated with business travel, including without limitation business phone calls, faxes, photocopies, computer supplies, and gratuities that are not covered under meals. While traveling outside of the DMV area on behalf of the Association for four or more days per month, an employee is eligible for a cell phone reimbursement of $75.

Non-Reimbursable Expenditures
The Association maintains a strict policy that expenses in any category that could be perceived as lavish or excessive will not be reimbursed, as such expenses are inappropriate for reimbursement by a nonprofit organization.
3. ALLIED ASSOCIATIONS

3.1 CMAA Board approves the President/Chairman and CEO as the official liaison representatives of the following organizations (list to be reviewed annually):

- American Culinary Federation
- American Hotel And Motel Association
- American Junior Golf Association
- American Society Of Golf Course Architects
- Association Of Faculty Clubs International
- Club Spa And Fitness Association
- Community Associations Institute
- Council On Hotel, Restaurant And Institutional Education
- Culinary Institute Of America
- Foodservice Consultants Society International
- Golf Course Superintendents Association Of America
- Golf Writers Association Of America
- Hospitality Financial And Technology Professionals
- International Association Of Golf Administrators
- International Facility Management Association
- International Food Service Executives Association
- International Health, Racquet And Sports Club Association
- International Military Community Executives Association
- Ladies Professional Golf Association
- National Association Of Catering Executives
- National Association Of Club Athletic Directors
- National Club Association
- National Golf Car Manufacturers Association
- National Golf Course Owners Association
- National Golf Foundation
- National Restaurant Association
- National Spa And Pool Institute
- Pga Tour
- Professional Club Marketing Association
- Professional Golfers’ Association
- United States Golf Association
- United States Professional Tennis Association
- Asian Golf Industry Federation
- Asociación De Gerentes De Clubes
- Association De Directeurs De Golf De France
- Canadian Society Of Club Managers
- Club Management Association Of Southern Africa
- Club Managers Association Of East Africa
- Club Managers Association Of Europe
- Club Managers Of China
- Club Managers Association Of Singapore
- Confederation Of Golf In Ireland
- England Golf Union
- European Golf Course Owners Association
- Finnish Golf Managers Association
- Golf Australia
- Golf Club Management Association Of Sweden
- Golf Management Australia
- Golf Managers Association Of New Zealand
- Italian Golf Club Managers Association
- Italian Golf Federation
- Irish Golf & Club Managers Association
- Private Club Alliance Of Russia
- Spanish Golf Club Managers Association
- United Arab Emirates Club Managers
- Wales Golf Union
Complimentary full registrations are to be budgeted for one staff executive and one president (non-transferable) from each identified Tier 1 domestic/international allied association to attend the annual World Conference. Reciprocity is expected.

Complimentary education-only registrations are to be budgeted for one staff executive (non-transferable) from each identified Tier 2 domestic allied association to attend the World Conference.

CMAA staff will be responsible for managing Association-related booths at allied/industry shows. Upon availability, Professional members should be utilized to manage CMAA booths at career days and/or other industry shows.

CMAA approves the ongoing efforts of We Are Golf and its annual event, National Golf Day.

CMAA will annually promote the agreed upon initiatives of We Are Golf (Golf 20/20), which may include the First Tee Program, LPGA Girls Golf, the National Alliance of Accessible Golf, among others.

The CMAA President [Chairman], CEO and/or designee will represent the Association at allied and associated golf events and activities as appropriate and as approved and budgeted annually.

When attending national events, CMAA allows current members of officially recognized allied associations access to CMAA member rates.

### CMAA CHAPTERS

#### CMAA Chapter Definition

Via the CMAA National Bylaws, a chapter of the Association is a separately incorporated corporation that is affiliated with the Association through a Chapter Affiliation Agreement, pursuant to which it operates within a geographical area designated by the Association. The Board of Directors may charter a chapter in any area within the territory in which the Association is authorized to operate, thereby conferring on said chapter, the right to use the name and seal of the Association, subject to the chapter's agreement to the terms and conditions of a Chapter Affiliation Agreement with the Association. Such chapter shall organize as a separate legal entity in accordance with applicable state laws in its designated geographical area and shall conduct its activities and programs in compliance with all state and federal laws and regulations, and in compliance with the Chapter Affiliation Agreement.

#### CMAA Chapter Affiliation Agreement

The Chapter Affiliation Agreement outlines the relationship between the Club Management Association of America (CMAA) and its local chapters. The intent of the agreement is to establish clearly defined roles, responsibilities and expectations for CMAA and each local Chapter. The summary below provides a section-by-section overview of the agreement.

- **Section I, Grant of Charter to Chapter** – formally grants a charter to be a Chapter of CMAA and defines the Chapter's service area/boundaries. The charter authorizes the Chapter to serve the needs of CMAA members through various activities. The charter remains effective until terminated by CMAA or the Chapter.

- **Section II, Membership** – states the membership requirements for the Chapter. Chapter members must also be members of CMAA. Chapters may set their own terms and conditions of membership within the Chapter bylaws, so long as they are consistent with the CMAA bylaws. CMAA must approve the chapter terms of membership.

- **Section III, Obligations of CMAA** – describes CMAA's obligations under the Affiliation Agreement, which include providing certain program resources and maintaining a membership database.

- **Section IV, Obligations of Chapter** – describes the minimum expectations for the Chapter's organization and operation, including reporting obligations.

- **Section V, Intellectual Property and Confidential Information** – grants the Chapter the right to use CMAA Intellectual Property, including its name and logo, copyrighted materials, membership lists, and other proprietary information and materials. This section also grants the Chapter the right to sublicense the CMAA Intellectual Property under the terms set forth herein. Except as otherwise authorized, the Chapter also agrees to keep CMAA's Confidential Information confidential.
Section VI, Relationship of Parties – states that CMAA and the Chapter are separate legal entities, and neither party has the right to contract on behalf of or obligate the other.

Section VII, Indemnification and Insurance – requires the Chapter to reimburse CMAA for any claim arising out of (1) the Chapter's performance of its obligations under the Agreement, (2) the Chapter's failure to comply with any term or condition of the Agreement, and/or (3) the Chapter's breach of any representation or warranty under the Agreement.

Section VIII, Revocation or Surrender of Charter – establishes procedures to be undertaken by CMAA in the rare event it decides to revoke a chapter's charter, which includes notice and an opportunity to cure. In addition, in the event the Chapter no longer wishes to be a chapter of CMAA, the Chapter has the right to surrender its charter upon providing notice to CMAA.

Section IX, Miscellaneous – contains a number of boilerplate provisions commonly used in contracts. These provisions address how the Agreement is interpreted, governed, and enforced.
4.3 **CMAA Chapter Establishment**

Any group of ten (10) or more Professional members of the Association may petition for a charter to operate a Chapter. The petition shall be forwarded to the Chapter Relations Committee for approval by the Board of Directors, and shall contain the following:

1. Proposed name of Chapter.
2. Description of the geographical boundaries of the proposed Chapter. The area over which a Chapter may have jurisdiction shall not conflict with the area of any existing Chapter. In the event of a conflict, it must be resolved by: (1) A revision of the area described in the petition to eliminate the conflict, or (2) written consent of the existing Chapter with which there is a conflict, to a revision of its area of jurisdiction, together with a description of the area as it would be established after revision.
3. Names, addresses and designations of the proposed officers, pro tempore.
4. Personal signatures of at least ten (10) persons who are current Professional members of CMAA who propose to form the Chapter and who are working within the described area.
5. A copy of the Bylaws, which the proposed Chapter will adopt upon approval of the petition.
6. A copy of the Chapter Affiliation Agreement, which the proposed Chapter will sign upon approval of the petition.

4.4 **CMAA Chapter Continuance**

Acceptance of a charter from the Association shall constitute acceptance by the Chapter of the principles established in the Bylaws of the Association, Chapter Affiliation Agreement, and adoption of the following minimum standards:

1. Chapter Bylaws, rules, regulations, and policies must be consistent with National Bylaws, rules, regulations and policies.
2. All obligations created by a Chapter or by any of its officers/directors/chairmen shall be solely the responsibility of that Chapter.
3. Chapter members eligible for Professional/Alumnus membership in CMAA, and current members in these classifications, shall hold membership simultaneously in both the National Association and the local chapter thereof; full membership in either body being requisite for retaining membership in the other.
4. At least four (4) chapter meetings per year shall feature educational programs as part of its activities.
5. A roster of at least ten (10) Professional/Alumnus members.
6. All chapter officers/chairmen shall be current Professional/Alumnus members of the Association.
7. Any change or amendment of a chapter charter shall require advance approval of the CMAA Board of Directors, under whose authority such charters are granted and controlled.

4.5 **Chapter Visits**

4.5.1 One half of CMAA’s Chapters are offered an official National Director/CEO visit annually. National Directors will contact Chapters directly regarding date options for said visits.

4.5.2 The CMAA National Headquarters will finance the expense of assigned National Director/CEO visits, but requests any supplemental assistance that chapters may provide, such as complimentary housing, meals, and applicable meeting registrations.

4.5.3 If chapters desire a visit by CMAA staff/Board member outside of the official visitation policy, all expenses are to be the responsibility of the chapter, unless otherwise approved by the CEO.

4.6 **Chapter Education and Workshops**

4.6.1 Chapters will be responsible for all speaker travel and related expenses.

4.6.2 Unless using a previously approved program (via Guide to Speakers and Workshops), affiliated Chapters must receive workshop pre-approval from CMAA before credits are awarded.
5. **EDUCATION AND RESEARCH INITIATIVES**

5.1 *Certification*

5.1.1 The Certified Club Manager (CCM) examination will be offered four times per year.

5.1.2 Following the CCM exam, a CMAA staff representative will notify examinees of their scores.

5.1.3 If a CMAA member fails the CCM exam, they must retake it in its entirety to earn his/her CCM designation.

5.1.4 The Certified Club Manager (CCM) designation will be awarded for a period of five years only. CMAA will develop and maintain the Certification Maintenance Requirement (CMR). All CCMs are required to maintain their certification by achieving 120 credits over a five-year period that consists of at least 60 CMI/Chapter Education credits and 60 other credits. Certification will be lost if these requirements are not maintained (current Retired status members are exempt from the CMR). A one-year probation period is automatically granted if a manager does not meet the CMR within five (5) years.

5.1.5 The official names of CMAA's certification designations are Certified Club Manager (CCM), Certified Chief Executive (CCE) and Master Club Manager (MCM).

5.1.6 Any CMAA member who knowingly and willfully misrepresents his/her attainment of CMAA-awarded credentials (i.e., the CCM, CCE, MCM designations or Honor Society membership) will be subject to appropriate disciplinary action by the Board of Directors.

5.1.7 Individuals must pass the entire CCM exam by at least 70 percent as well as must pass each section of the CCM exam by at least 50 percent.

5.1.8 The CMAA Board of Directors grants the Executive Committee the authority to make exceptions to the Certification Maintenance Requirement (CMR) in cases of extenuating circumstances. These circumstances are to be deemed extenuating and an exception made by unanimous vote of the Executive Committee, which may be contrary to the recommendation of the Professional Development Committee.

5.1.9 CCM candidates are required to earn a minimum of 25 education credits at the chapter level as part of their CCM eligibility requirements.

5.1.10 After members are notified of the awarding of their CCM, CCE, or MCM designations, the respective chapter managing director and/or certification chairman will be notified and an official release will be made via CMAA's press, publication, and social media outlets.

5.1.11 Only CMAA members are entitled to view/access their certification records. CMAA will not share said records with outside parties, other members, chapter officer/directors/managing directors. Additionally, CMAA does not share certification records of international affiliates with others.

5.2 *Credit Reporting Policy*

CMAA sets forth these policies and procedures that will be followed with respect to the Association honoring the education credits requested by CMAA members and other individuals attending CMAA educational programs who seek education credits to maintain their Certified Club Manager ("CCM"), Certified Chief Executive ("CCE"), or Master Club Manager ("MCM") designation(s).

CMAA is committed to promoting club management as a valued profession and fostering an environment where capability and integrity are valued. Individuals may only receive education credits for educational sessions that they attend in full. Accordingly, credits will only be given for one session occurring in each time block at CMAA-sponsored or approved conferences, programs, and chapter events.

When requesting education credits for sessions attended, individuals shall be required to certify as to the accuracy of the information submitted. Inaccurate or materially false reporting shall be considered a violation of this Credit Reporting Policy.

In the event that an individual requests credits for multiple education sessions occurring during the same time block or otherwise requests credits for education sessions that the individual did not attend in full, the Education Department of CMAA will not recognize such credits.
Recognizing that mistakes sometimes occur, in the event of reporting discrepancies indicating inaccurate or materially false reporting by individuals certifying attendance at CMAA educational programs, CMAA will take the following progressive corrective actions:

1st notice – The individual will be notified of reporting discrepancies by phone, and CMAA’s Education Department will rescind credits for sessions that such individual did not attend in full.

2nd notice – The individual will be notified of reporting discrepancies by phone, and CMAA’s Education Department will rescind credits for sessions that such individual did not attend in full. CMAA’s Education Department shall also provide written notice of reporting discrepancies to the individual by certified mail, return receipt requested, indicating that this is the individual’s 2nd violation of CMAA’s Credit Reporting Policy. The Chairman of CMAA’s Professional Development Committee will call such individual to discuss his/her actions.

3rd notice – CMAA’s Education Department shall provide written notice of reporting discrepancies to the individual by certified mail, return receipt requested, indicating a 3rd violation of CMAA’s Credit Reporting Policy, and will rescind credits for sessions that such individual did not attend in full, as well as all credits requested by or awarded to such individual for educational sessions held during the same conference or event.

4th notice – The fourth and final violation will result in removal of CMAA certifications (CCM, CCE, MCM). Written notice of such determination will be sent through certified mail, return receipt requested, from CMAA’s Education Department.

Individuals will have the right to appeal any loss of credits pursuant to the 3rd notice, or removal of CMAA certifications pursuant to the 4th notice. Appeals shall be submitted in writing to the CMAA Education Department within ten (10) days of receipt of a determination to rescind credits or remove certification designations. CMAA’s Board of Directors will review any such appeal, and the decision of CMAA’s Board of Directors will be final.

Any individual who loses his/her CMAA professional certifications (CCM, CCE, MCM) must wait one year from the date of CMAA’s final determination before re-applying for such designation. Applicants must satisfy all applicable eligibility requirements in effect at the time of such re-application to earn the designation again. For CCM designation, eligibility for re-application includes, but is not limited to, meeting eligibility requirements to take the CCM exam, and passing the exam.

5.3 Professional Development

5.3.1 The National Headquarters has oversight for the scheduling of CMAA-related programming (i.e., Conferences, Business Management Institutes, Summits, webinars, etc.) and coordinates them with other Association meetings in order to prevent content overlap and conflicts in dates; CMAA will provide advance notice of such programming to the respective Chapter in which boundary the event falls.

5.3.2 CMAA shall develop and maintain a comprehensive format of quality educational opportunities that provide for the personal and professional development of members at all career levels.

5.3.3 Honorariums are not to be paid to CMAA members, staff, or corporate partners/sponsors/vendors who participate in seminars, workshops, conferences, and/or other educational programs. Exceptions may be made upon special requests to the Board of Directors.

5.3.4 CMAA will not pay for travel, lodging, or registration expenses for CMAA members or corporate partners/vendors who participate in World Conference education sessions.

5.3.5 CMAA will provide all contracted speakers with the “Speaker Expense and Reimbursement Policy” (see Addendum) in advance of the education programming. Contracted speakers for national events will be expected to abide by the stated policies therein (subject to change).

5.3.6 Prerequisites for BMI Tactical Management and BMI Strategic Management include having the CCM designation and at least 10 years of CMAA membership.
5.4 Research Policy

5.4.1 The purpose of club industry-related research is to enhance the field of club management by providing a greater understanding of club operations. For CMAA’s purposes, research projects should be designed to provide information that will either enhance the ability of club managers to better perform their jobs or enhance the ability of CMAA to provide quality services to its membership. CMAA-endorsed research projects will not in any way harm the image of clubs or the profession of club management.

Although CMAA will endorse limited national club manager surveys, researchers are encouraged to explore additional research methodologies in order to not over saturate the survey methodology. National surveys will be closely monitored by CMAA and may be limited to a specific number of national surveys per calendar year, administered through the national headquarters office.

5.4.2 In accordance with its mission of “advancing the profession of club management,” CMAA has established the following guidelines for third party research:

CMAA recognizes the value third-party partners can bring to the CMAA research program. CMAA is occasionally approached by prospective third-party partners (students, faculty, educational institutions, associations, businesses, members, etc.) to participate in joint research studies. CMAA research staff also occasionally desires to invite partners to participate in joint research projects in order to benefit from a specific viewpoint, unique demographic, etc., not otherwise available to CMAA.

The following guidelines are intended to ensure a clear, consistent and ethical policy governing CMAA research project partnership opportunities. The criteria are seen as guiding principles rather than a rules-based review. Research partnerships must be consistent with other CMAA policies and be in the best interest of CMAA members.

Principles

When considering potential joint research project opportunities, CMAA will apply guidelines for criteria that include, but are not necessarily limited to the following:

1. Alignment of the proposed joint project research objectives with CMAA’s mission and emphasis areas:
   a. Mission: CMAA is dedicated to advancing the practice of club management, professional competencies, and stature of its members
   b. CMAA Focus: Membership, Education, Research, Information, Community, Advocacy
2. Presumptive benefit or value to CMAA members
3. Alignment of potential partner’s reputation, financial stability and mission with CMAA
4. Consideration of potential partner’s historical commitment to CMAA and CMAA’s mission
5. Expected benefit to CMAA
   a. Provides best access to a unique element of the proposed project otherwise unavailable to CMAA
   b. Potential PR benefit from working with a high-visibility partner, thus assisting in raising awareness of the profession and CMAA
   c. Possible financial support or sponsorship, while avoiding actual, or even the appearance of “pay to play” issues (through disclosure, for example)
6. Assessment of competing prospective partners, when possible
7. References

5.4.3 All research projects that in anyway indicate the endorsement of CMAA or utilize the CMAA logo must be officially submitted to the CMAA Research Department.
Master Club Manager (MCM) monograph projects should follow the protocol for that designation. All other research proposals should be submitted via The Faculty Research Grant Program Application at least 120 days prior to the start of the study for consideration by the Research Committee and The Club Foundation Allocation Committee (if seeking funding). Proposals are evaluated on a rolling basis.

If approved by the committee, all research material should be made available for use by CMAA and the researchers must submit an article for publication in CMAA communications within eight months after approval.

5.4.4 Funding for CMAA endorsed research will be at the discretion of CMAA and The Club Foundation. Consideration will be given to the availability of funds as well as to the merits of the proposed research projects in meeting the needs of CMAA and its membership. All CMAA endorsed research projects, regardless of funding, must meet the guidelines above established by CMAA for endorsed research projects and receive written authorization by the Research Department, indicating such endorsement.

5.4.5 Research project approval does not guarantee speaking opportunities at CMAA’s World Conference, workshops or other events. Researchers must follow the proper protocol for the desired event to secure a speaking engagement.

5.4.6 CMAA will review research proposals for which the researcher is neither seeking nor requires CMAA endorsement and will offer advice on how to strengthen the work. These proposals should be submitted to the Research Department and will be reviewed as time and resources permit.
6. **CMAA EVENTS**

6.1 **BMI Cancellation Policy**

The registration policy for CMAA’s Business Management Programs (BMI) requires payment by check or processed credit card at the time of registration.

Cancellation or transfer of said registration will be accepted with no penalty until 90 days prior to the start of a BMI program. Any change, cancellation or transfer between 61-90 days from the start of a BMI program will be subject to a ten (10) percent penalty per registration. Any change, cancellation or transfer 31-60 days prior to the beginning of a BMI program will be subject to a 25 percent penalty per registration. No refund will be given for cancellation nor will transfer be allowed after 5:00 p.m. Eastern time 30 days prior to the start of a program. This cancellation policy applies to any scholarship recipients.

In the event of a job change to a new club/facility, the cancellation penalty will be waived only if CMAA is able to fill the vacated seat. CMAA does require proof of new employment in order for the cancellation to be approved.

Additional fee(s) will be added to any cancellation for expenses already incurred by CMAA for supplemental class materials (i.e., textbooks, notebooks, surveys, etc.). These fees (subject to change) vary based on individual programs and are listed below for your reference:

**Current Supplemental Material Fees:**
- BMI – Club Management - $250 (Lumina Spark Portrait); Textbook $60
- BMI – Leadership Principles - $250 (Lumina Leader Portrait)
- BMI – Tactical Leadership - $400 (Emotional and Social Competency Inventory)
- BMI – Strategic Leadership - $600 (Hermann Brain Dominance and Leadership 360)

Any cancellation and/or request to change class date or program must be submitted in writing to the CMAA National Headquarters by the individual whose name appears on the registration. Cancellation by phone or in writing by any party other than the class attendee will not be accepted, regardless of the initial payer; extenuating circumstances in this case will be reviewed by CMAA’s Chief Executive Officer (or HQ staff official).

6.2 **World Conference/Other Event Cancellation Policy**

Cancellations/Refunds: Cancellation of full registration categories will be accepted until DATE, with no penalty. A refund of the full conference fee – minus a 25% penalty fee – will be given for cancellations received by DATE. No refunds will be granted for requests postmarked after DATE. All registration cancellations and refund requests must be made in writing by the individual whose name appears on the registration. Cancellation by phone or in writing by any party other than the class attendee will not be accepted, regardless of the initial payer; extenuating circumstances in this case will be reviewed by CMAA’s Chief Executive Officer (or HQ staff official).

**World Conference/Other Event Cancellation Policy**

Cancellations/Refunds: Cancellation of full registration categories will be accepted until DATE, with no penalty. A refund of the full conference fee – minus a 25% penalty fee – will be given for cancellations received by DATE. No refunds will be granted for requests postmarked after DATE. All registration cancellations and refund requests must be made in writing by the individual whose name appears on the registration. To be valid, submit all requests to CMAA Registration at www.cmaa.org/cancelevent.aspx. No refunds will be issued for the following registration categories: Business Access or Faculty, at any time. Substitutions are gladly accepted; substitutions of registrations are permitted prior to the Conference and onsite. Only one substitution is permitted per original registrant. The individual submitting the substitution request is responsible for all financial obligations (any balance due) associated with the substitution. Badge sharing, splitting and reprints are strictly prohibited.

6.3 **Expected Conduct For CMAA Events and Programs Policy**

CMAA has established minimum expectations of behavior for participants at all CMAA programs, events, and conferences, including but not limited to the CMAA World Conference and Club Business Expo, Leadership/Legislative Conference, Mid-Management Conference, National Student Education Conference, Business Management Institute, and all other CMAA continuing education and professional development programs, summits, and conferences (each, an “Event” and, collectively, “CMAA Events”). This policy applies to all individuals on premises at CMAA Events. It is intended to supplement any other applicable CMAA policies, including the CMAA Code of Conduct and Ethics.
**Expected Conduct**

CMAA is dedicated to providing a safe, hospitable, inclusive, and productive environment for all participants at CMAA Events. As such, participants are expected to conduct themselves in a professional manner; to communicate with respect and consideration for others; and to refrain from conduct that is (or may be perceived to be) harmful to other participants, themselves, CMAA staff, and/or third parties.

Disruptive, discriminatory, or harassing behavior of any kind will not be tolerated. Types of conduct that CMAA considers inappropriate includes, but is not limited to:

- Harassment, which is defined for purposes of this policy to include unwelcome or offensive verbal, visual, or physical contact directed at any employee, member, contractor, or other individual, including conduct, comments or images that a person would reasonably find offensive;
- Deliberate intimidation, threatening, stalking, or following;
- Photography or recording without permission; and
- Sustained disruption of talks or other events.

Note that conduct acceptable to one person may be offensive to another. Some examples of unacceptable behavior are:

- Verbal comments such as epithets, derogatory comments, slurs or unwanted sexual comments, advances, or invitations;
- Visual conduct such as derogatory posters, photography, cartoons, drawings, or gestures;
- Physical conduct such as assault, unwanted touching, or blocking normal movement patterns;
- Interfering with the work of another because of his or her race, sex, age, ability, religion, national origin, or any other protected characteristic; and
- Threats of physical harm or demands for sexual favors.

**Consequences Of Participant Engagement In Inappropriate Conduct**

Event participants asked to stop engaging in inappropriate conduct are expected to comply immediately.

CMAA, in its sole discretion, will determine the nature of the participant conduct that warrants corrective action as well as the corrective action to be taken. Corrective action may take any of the following forms: verbal warning; expulsion from the Event; expulsion from the Event with no refund of conference fees; bar from future CMAA Events; and/or notifying appropriate authorities. Any or all of these actions can be omitted as CMAA deems appropriate, in its discretion.

Retaliation for reported violations will not be tolerated and will trigger additional sanctions.

**Reporting Violations**

If you believe you are being subjected to inappropriate conduct, believe someone else is being subjected to inappropriate conduct, or have any other concerns, please do not hesitate to contact CMAA staff who can work with CMAA leadership to resolve the situation. CMAA staff will assist those experiencing inappropriate conduct to enable them to feel safe for the duration of the Event. If you or someone else is in immediate danger, please contact hotel security or local law enforcement.

Violations of this policy are taken seriously and should be promptly reported to any CMAA staff present at the Event or to CMAA’s Senior Vice President of Professional Development.
6.4 **CMAA World Conference and Club Business Expo**

6.4.1 The outgoing CMAA Chairman shall be permitted to have a reception at the World Conference site, which should come out of the Conference budget or out of the Board of Directors budget.

6.4.2 Site and hotel selections for the World Conference will be planned in as many years in advance as practical. The National Headquarters staff is ultimately responsible for soliciting proposals and recommending World Conference cities and hotel sites as well as for negotiations with the approved hotel site(s) in the overall best interest of CMAA. The Board shall not consider a future Conference site before it is evaluated and recommended by the National staff. Recommendations by CMAA members and chapter representatives are welcome and will be appropriately incorporated into the decision-making process.

6.4.3 No refunds will be given for tickets purchased individually to any CMAA social event at the World Conference, except under extenuating circumstances.

6.4.4 The CMAA Chairman and Vice Chairman are to be provided complimentary suites at the World Conference. Except for personal expenses, CMAA will pay all expenses incurred in the on-site operation of the Presidential Suite.

6.4.5 The officer who will serve as CMAA Chairman during each World Conference will help select the local Host Chapter Advisor (approximately 18 months prior to that Conference).

6.4.6 World Conference critiques/surveys will be distributed electronically after the event. CMAA staff will submit all critiques/comments regarding the Conference and Expo to the Board and CEO.

6.4.7 The CEO will be responsible for World Conference management and will utilize staff and other necessary resources.

6.4.8 Participation by suppliers at the World Conference is to be within specific guidelines of quality control, as determined by the Board, and is subject to review and modification by the National Headquarters staff.

6.4.9 National Board members will not be reimbursed for travel expenses to and from Board meetings held at the World Conference.

6.4.10 The Board of Directors authorizes conducting CMAA Committee meetings during Club Business Expo hours at the World Conference.

6.4.11 Manager and student attendees have priority entrance to educational programs at the World Conference.

6.4.12 Upon registering, CMAA National Board members shall receive a complimentary education-only registration to the World Conference. Board members must pay for their own social event/other tickets and spouse/significant other registrations as applicable.

6.4.13 Notice of chapter activities of any kind held during the World Conference must be provided to CMAA management with a written schedule of such activities; CMAA Chapters expressly agree that such activities will not conflict with CMAA education, Club Business Expo hours, or any official event scheduled by CMAA, without prior notice.

6.4.14 Exhibitors planning hospitality suites or outside activities of any kind, either prior to, during or after the World Conference and Club Business Expo, must provide CMAA management with a written schedule of such activities. Upon signing the expo contract, exhibitors expressly agree that such activities will not conflict with show hours or any official event/education scheduled by CMAA for the World Conference. Failure to comply with this policy could result in cancellation and removal of an exhibit without refund or liability to show management.
7. **GOVERNANCE**

7.1 **CMAA Board of Directors**

7.1.1 The Board of Directors holds the officers accountable and itself collectively responsible for the official actions of the Board.

7.1.2 Resolutions passed by a previous Board are not necessarily binding on subsequent Boards. Motions passed by a previous Board are binding unless by overturned vote.

7.1.3 CMAA stationery shall be used solely for Association business by National Board members and staff in conjunction with their respective duties. Controversial matters and unsubstantiated statements or facts should not be written on CMAA stationery unless the CMAA President [Chairman] or CEO approves the contents prior to distribution.

7.1.4 When registering, CMAA National Board members shall receive a complimentary registration to the annual Leadership/Legislative Conference (LLC). Additionally, the sitting President [Chairman] will have his/her LLC-related expenses covered.

7.1.5 Action(s) of the Executive Committee shall be reported to the Board of Directors within 30 days of effecting such action(s) or at the next Board meeting, whichever occurs first.

7.1.6 The CEO shall provide his/her rolling 12-month travel schedule to the CMAA President [Chairman].

7.1.7 The CEO shall provide the CMAA President [Chairman] with an overview of his/her reimbursable expenses for review and subsequent approval.

7.1.8 National Board Members shall serve as liaisons to affiliated CMAA Chapters. Each Board member is assigned three to four Chapters on an annual basis. Board members are assigned to their home chapters for continuity and identification purposes.

7.2 **CMAA Secretary-Treasurer Election Process**

**Structure:**
A current member of the CMAA Board of Directors may submit his/her request for candidacy as Secretary-Treasurer to the Association's President and CEO by May 31 of each year.

**Uncontested:**
If only one director announces his/her intention to seek the office of Secretary-Treasurer, then the President will request a vote of the Board to approve the candidate by acclamation. This vote would occur at the annual summer Board meeting.

The incoming Secretary-Treasurer will be announced to the membership at the annual Leadership/Legislative Conference and his/her term will begin once all National Director election results are announced at the Closing Business Session at World Conference.

**Contested:**
If more than one member of the Board of Directors submits his/her name for candidacy for Secretary-Treasurer by May 31, the CEO of the Association will distribute a written ballot to each Board member at the annual summer Board meeting.

The current Secretary-Treasurer and CEO will privately count votes.

The current Secretary-Treasurer will announce the results to the Board at the conclusion of the business proceedings at the summer Board meeting.

The incoming Secretary-Treasurer will be presented to attendees at the annual Leadership/Legislative Conference (official notice sent to membership on or by September 5); his/her term will begin once National Director election results are announced at the Closing Business Session at World Conference.

**Timeline & Deadlines:**
May 31 – Secretary-Treasurer candidacy intention deadline
July/August – Summer Board meeting, vote by acclamation or ballot
September – Leadership/Legislative Conference, official announcement
January-March – World Conference, announcement and term start date

7.3 CMAA Nominating Committee Structure & CMAA National Board Election Process

Nominating Committee Structure:

■ The incoming Chairman of CMAA, in collaboration with the outgoing Chairman, will select the Nominating Committee Members.
■ The Nominating Committee will be chaired by the Immediate Past President (Chairman).
■ The Committee should have at least seven (7) total professional members including the Immediate Past President (Chairman), but no other members of the current Board of Directors.
■ The Nominating Committee should be a diverse group of professional members in good standing who adequately represent age, gender, and regional demographics in addition to small, medium, and large chapter representation.

National BOD Election Process:

■ The Nominating Committee will be selected by the CMAA Chairman by mid-November of each year.
  ● The Nominating Committee members’ names and contact information will be actively communicated to the membership and clearly listed on CMAA’s website.
■ Members interested in candidacy for the Board should make the Nominating Committee aware by June 30 of each year.
  ● Candidate qualifications required to serve as a Director shall follow the current guidelines already established.
■ Each member of the Nominating Committee will actively listen, communicate, and seek the names of potential candidates from our membership.
■ Each standing committee of the association will be consulted to provide the Nominating Committee with any potential names of prospective Board candidates.
■ The Board of Directors and the Association’s CEO will also be asked by the Nominating Committee for guidance on any areas of expertise, demographics, etc. (not names) that should be taken into consideration by the Nominating Committee.
■ The Nominating Committee will meet on or before August 15, to develop its slate and advise CMAA staff and the Board of their selections.
■ The slate of candidates should equal the number of openings on the Board.
■ The slate will be announced to the entire Membership in early September of each year.
■ If in attendance, the candidates will be introduced to the Membership at the annual Leadership/Legislative Conference.
■ A Professional member in good standing may submit a petition to be added to the slate with receipt of:
  ● A letter of intent and desire to run for the Board from the candidate.
  ● A petition signed by 50 Professional members supporting the submission.
  ● All “write-in” candidates have until September 30 to submit their petition.
■ Biographical information for each candidate will be submitted to CMAA by October 1 with the understanding that members who petition as “write-in” candidates may have an extended deadline to submit these materials.
■ If a write-in candidate is added to the slate, the candidates selected by the Nominating Committee would be recognized as “Nominating Committee Recommendation” on all voting/ballot materials.
■ Electronic voting will commence by December 15 of each year.
■ Electronic voting kiosks will be provided at the annual World Conference.
■ All candidates will give speeches at Conference.
Timeline & Deadlines:

By November 15 (for the following year)

The incoming President [Chairman] (in consultation with the outgoing President) selects the Nominating Committee. Nominating Committee members will include the most recent Past President [Chairman] who is a current member of the Board and who will chair the Committee. The Committee will consist of a diverse group of members but no other member of the Board of Directors. The Nominating Committee names and contact information will be posted on the CMAA website.

May-June

All standing committees and our membership will be asked if they have any suggestions for potential professional members to serve as Board candidates. All suggestions will be submitted to the Nominating Committee. All candidates will need to confirm their willingness to serve and agree to the time requirements necessary to serve the association in this capacity.

By August 15

The Nominating Committee will actively listen to the Membership and ultimately will meet and develop a slate of Board candidates to fulfill available openings. Once the slate is developed, the Board is advised of the slate but does not approve, recommend, or have influence toward the names of candidates proposed by the Nominating Committee.

September 1

The Board candidates slated by the Nominating Committee will be announced and actively communicated to our Membership.

September 1 – September 30

Eligible write-in candidates are accepted by CMAA (must be supported via petition, which is signed by 50 eligible voting members).

Write-in candidates’ opportunities conclude on September 30. The candidates slated by the Nominating Committee will be announced to the entire Membership. If in attendance, the candidates (including any known write-in candidates) will be introduced to the membership at the Leadership/Legislative Conference.

October 1

Board candidate biographical information is submitted; candidacy paperwork is completed; if applicable, biographical information from write-in candidates is submitted by October 15.

December – February

Online voting takes place and ends seven days prior to the World Conference. Electronic voting kiosks are available at the World Conference for eligible voters in attendance. Voting takes place even in years of uncontested elections. Election results are announced at the Closing Business Session.

7.4 Candidates for CMAA National Office

7.4.1 It is suggested that all candidates for National Director should meet the following qualifications:

■ Served as a Chapter President.
■ Served on at least one national committee.
■ Provided an endorsement letter from club president.
■ Have completed the personal data form and questionnaire.
■ Be able to devote 15 days per year away from their clubs for Association-related business.

7.4.2 All campaign giveaways at Conference from candidates (except chapter stickers, lapel pins) are deemed inappropriate.

7.4.3 Prior to voting at the World Conference – at a regularly scheduled function – all candidates for National Director will have two minutes to state their platform; candidates will also have an opportunity to address the Leadership/Legislative Conference (LLC) attendees.

7.4.4 Candidates for the National Board are afforded a 300-word platform opportunity to be published in Outlook and on CMAA’s website. This will be the only position paper permitted to candidates.
7.5 **CMAA On-Site Election Process**
- The CEO shall be appointed Judge of the elections process, with an Elections Committee Chairman and/or Credentials Committee Chairman appointed to serve, and members of their respective committees, as tellers for the compilation of vote totals.
- The Election Committee and Credentials Committee Chairmen shall and/or Elections Judge, with the assistance of designated staff, retrieve vote totals from the equipment designated for accruing votes cast at the annual World Conference.
- The Elections Judge and/or the Elections Committee Chairman shall compile the vote counts from the tally sheets for Absentee and Written Voting Authorization ballots as well as the totals taken from the voting machines. After verifying all counts, one or both individuals shall sign the compilation tally sheet certifying that all totals are valid.
- The Elections Judge shall place the election results in a sealed envelope that will be handed to the designated CMAA Board member at the Closing Business Session or such meeting designated to serve said purpose for announcement to the membership.
- All totals shall be retained by the CEO in a sealed envelope for one month post Conference.
- All ballots shall be destroyed after all tallies and totals have been verified and the CEO has been notified of the results.
- In the event of any question regarding the process, the members of the Executive Committee shall review all applicable documentation and conduct a recount to the extent possible.
- Upon request, the CEO may make available to a candidate his/her vote count results of the election.

7.6 **CMAA National Committees**
7.6.1 Appointment to a CMAA National Committee shall be for current Professional/Alumnus status members only. Managing Directors or current members who are in a status other than Professional/Alumnus may be appointed in a non-voting capacity at the discretion of the President [Chairman] if it is determined that the individual’s participation can offer perspective and information to the committee.
7.6.2 Typically, all members of national committees and committee chairmen shall be appointed by the incoming President for a term of one year (Professional Development Committee has tenure exceptions).
7.6.3 Action by committees resulting in recommendations for new programs, amendments to existing programs, policy changes, ethics and grievance issues, and/or other committee actions are valid only when presented to the Board of Directors and approved by the majority.
7.6.4 Committee meetings will be coordinated through the National Headquarters so that chairmen, committee members, and staff are fully aware of the meeting sites, dates, and any related costs.
7.6.5 Applicable committee reports/minutes should be distributed to all Board members prior to Board meetings for review.
7.6.6 The National Headquarters shall provide all incoming committee chairmen with a copy of interim reports and minutes generated by the previous year’s committees. In addition, the outgoing chairmen of each committee shall make his/her previous year’s files available to successors.
7.6.7 National Committee discussions and materials are confidential and should not be shared outside of Committee meetings (and/or subsequent conference calls). Please note: ideas and concepts are for discussion purposes only. CMAA’s nationally appointed committees, sub-committees, and task forces operate as think tanks, providing valuable feedback and idea generation. All recommendations are subject to final approval by the CMAA National Board of Directors. Discussion items must remain confidential so they can be further developed as determined by the CMAA National Board, and announced to the entire membership.
8. MEMBERSHIP

8.1 Awards/Gifts/Recognition/Resolutions

8.1.1 A Distinguished Service award will be presented to outgoing National Directors at the World Conference.

8.1.2 A plaque/memento shall be presented to new inductees of CMAA’s 25 Year Club and/or the CMAA Fellows Program.

8.1.3 Any member who has achieved the designations of CCM, CCE, MCM, and/or the distinction of Honor Society status will receive a lapel pin and may purchase additional pins as desired.

8.1.4 CMAA’s Longevity Program is to recognize 10, 20, 30, 40, 50, and 60 years of membership in the Association with an appropriate lapel pin.

8.1.5 Only a CMAA member or affiliated chapter (applies to students/student chapters as well) is eligible to win a CMAA nationally-recognized contest or award program.

8.1.6 If the National Headquarters is notified about the passing of a current CMAA member, a communication on behalf of the Board and staff will be sent to the surviving spouse/family.

8.1.7 Criteria for membership development/engagement awards are to be determined and/or reviewed annually by the Chapter Relations, Membership, and Professional Development Committees.

8.2 Career Services

8.2.1 Job listings shall be made available to former Professional members for a fee.

8.2.2 The National Headquarters does not endorse or recommend any search firm for the Employment Service Specialist (ESS) listing; a list of providers shall be furnished on CMAA’s website.

8.2.3 Job posters verify that any CMAA member currently employed in an advertised position is aware of the job opening on the MOL/ClubCareers website.

8.2.4 CMAA members are entitled to one complimentary executive coaching session per year.

8.2.5 CMAA affiliated Chapters are expected to inform the National HQ of open club management positions within their chapter boundaries.

8.3 CMAA Logo Use

8.3.1 As the primary identifier of the Association, the CMAA Seal and the Club Management Association of America Wordmark – are not to be altered in any way. Please do not recreate the logo or either of the two elements and only use the approved official electronic artwork. The two elements that make up the CMAA Logo, the Seal and the Wordmark, can be used together or separately.

8.3.2 The CMAA logo may not be used for any commercial purpose unless approved specifically by CMAA.

8.3.3 Any member of the Association in good standing may use the name or style “member of CMAA,” or may use any logo, emblem, insignia, or phrase indicative of membership as approved by the Board of Directors.

8.3.4 The use of the CMAA logo by any member of the Association in good standing, is authorized for a member’s business cards, stationery, and envelopes where the member’s name is imprinted on the paper, not merely typed.

8.3.5 The Association’s logo must not be used in such a way as to represent approval by CMAA of the content of websites, digital marketing, circulars, brochures, and other such promotional materials without prior written permission of the Association. A copy of the proposed material showing the use of the logo must accompany all requests for permission.

8.3.6 Use of the CMAA logo shall be in good taste and within acceptable business practices as determined by CMAA. CMAA reserves the right to limit or revoke the use of the logo by members and chapters, if warranted.
8.3.7 CMAA Chapters will be provided a CMAA Chapter Logo, with its official name and agreed-upon color. The Chapter logo may not be altered in any way and Chapters should only use the approved official electronic artwork. Chapters shall use the logo to represent its interest with its territory and provide services that promote the interests and purposes of CMAA.

8.3.8 The official CMAA Style Guide, updated annually, provides official sizing and logo best practice information and should be considered the official resource for clear space and minimum space requirements.

8.4 Club Management Magazine
8.4.1 Club Management magazine will be mailed to current CMAA members in the United States as well as to paid subscribers.

8.4.2 A complimentary digital subscription of Club Management magazine will be provided to allied association officials provided they are significantly involved in joint activities with CMAA.

8.5 Dues and Related Fees
8.5.1 All dues and fees received at the National Headquarters are deposited as received.

8.5.2 Dues are 50 percent of the current rate when joining the Association between April 1 and August 31 of the given dues year; anyone who joins in September shall have his/her dues applied to the ensuing year.

8.5.3 Simultaneous membership with a Chapter must be held for Professional/Alumnus members. Chapters determine local dues and fees.

8.5.4 Prior to a final membership drop process, a notice will be sent (mailed or emailed) to members who have failed to pay their national dues.

8.5.5 Individuals dropped for non-payment of national dues may reinstate their membership within the same dues year (dues and fees are applicable and may be pro-rated between April 1 and August 31); individuals whose membership lapses past the current dues year must rejoin CMAA, subject to all eligibility requirements within the CMAA Bylaws.

8.5.6 A reinstatement fee may be imposed on any member who shall fail to pay his/her current dues within the time limit (including a grace period).

8.5.7 Upon application, an individual from the same club a member has left and already paid dues for the current dues year may “activate” said membership for $100.

8.5.8 The dues schedule will run with the fiscal year (November 1 to October 31).

8.5.9 Each individual club facility shall be considered as an individual club when applying the tiered dues schedule to the management structure of that club.

8.5.10 Members on Continuation While Unemployed status are eligible to receive a complimentary Education-Only badge for the World Conference. Professional members who become unemployed prior to registering for Conference may request a complimentary Education-Only badge for Conference, however if utilized, they will not be eligible for another complimentary badge if classified as Continuation While Unemployed status the following year.

8.5.11 No member may be granted Continuation While Unemployed status for more than one consecutive dues year or more than twice in any five-year period.

8.5.12 Refunds and overpayments will only be made to the original payer and source for CMAA products and services. There are no refunds for national dues.

8.6 Member Services
8.6.1 Lists and labels are not to be made available to anyone for professional gain, other than CMAA-designated Exhibitors and Corporate Partners.

8.6.2 Membership marketing materials and prospective member lists will be sent to Chapter Presidents/Managing Directors when available.
8.6.3 Current members moving into a new chapter are to be accepted without an additional interviewing/application process. The only requirement will be to complete the “Request for Transfer” form (or submit an online chapter transfer request) and to pay the applicable chapter fees/dues.

8.6.4 Current Retired classification members are exempt from the “dual and simultaneous” membership policy. If said member belongs solely to a chapter under this membership provision, he/she is not eligible for national membership benefits, services, and/or pricing.

8.6.5 Honorary national membership shall be conferred upon CMAA Past Presidents when they are exiting the National Board (the year post service as Immediate Past President). CMAA affiliated chapters shall recognize this honorary membership.

8.6.6 Regarding CMAA’s Retired membership classification, in accordance with the national bylaws as written, “no longer working full time” is defined as one who is not gainfully employed and/or compensated for any role or business providing goods or services to the club management industry. However, members involved in an interim management program, not to exceed six months at any one club, are not affected by this policy.

8.6.7 The National Headquarters officially recognizes the position title of “Managing Director” for those persons designated as providing operational/management services to affiliated CMAA Chapters.

8.6.8 Chapter events, when requested by a Chapter officer or managing director, will be published on CMAA’s online/website calendar and noted as Chapter events.

8.6.9 CMAA recognizes and supports official/designated member communities as Special Interest Groups (SIGs).

8.6.10 The Board of Directors recognizes and supports CMAA’s International Wine Society (IWS) member community, which maintains its own governance model and dues structure. The CMAA Board has approved a maximum cumulative reserve fund ($50,000) dedicated to IWS from net excess profits in any given year.

8.7 Legislative and Regulatory Issues

8.7.1 The Board of Directors approves establishing a legislative information network. Each Chapter President shall appoint an Advocacy/Legislative Chairperson for each state within its boundaries.

8.8 Public Affairs

8.8.1 The image of the CMAA members will be presented as highly trained and educated business persons. This will be done by communicating their activities, accomplishments, aims, and opinions through mediums that will establish their identity and ensure favorable comparison with other professionals in their towns, communities and localities.

8.8.2 CMAA will provide the information, education and assistance necessary to aid members of CMAA in conducting the management of their clubs in a professional manner and to convey that professionalism to the club’s membership and to the nearby business community in an effort to capitalize on the significant business advantages to be derived from earned recognition and peer respect.

8.8.3 The Chief Executive Officer will serve as the official spokesperson for the organization in all media inquiries.

8.9 Publications, Articles, Documents

8.9.1 Formal written materials concerning CMAA and its membership, other than routine correspondence and communications should be in compliance with CMAA Board-approved policies, or with committee responsibilities and program activities as approved by the Board of Directors. The CEO shall serve as a staff interpreter of these guidelines, and shall refer items of questionable sensitivity to the CMAA Executive Committee for final recommendations on suitability of publishing.
**8.10 Student Development**

8.10.1 Students enrolled in hospitality or related programs at either a two-year or a four-year accredited college/university are eligible for CMAA student membership.

8.10.2 Student Chapters may be formed at accredited, four-year colleges/universities and shall be maintained by not less than ten (10) current CMAA student members. Such Student Chapters shall be supervised by a faculty member or the Dean of the college/university and advised by a Professional/Alumnus member of CMAA.

8.10.3 A petition to form a Student Chapter shall be forwarded to the Chapter Relations Committee for approval by the Board of Directors and contain the following:

1. Proposed name of Student Chapter and location.
2. Names, addresses and designation of proposed officers, pro tempore.
3. A supporting letter from the Dean of the college or designated faculty advisor, plus the name of the proposed CMAA Chapter Liaison Manager and a letter stating his/her willingness to serve.
4. A copy of the Bylaws for the proposed student chapter and in which shall also be included the following:
   (a) All obligations created by the Student Chapter or by any of its officers shall be solely the responsibility of that Student Chapter.
   (b) The President of the Student Chapter shall furnish CMAA's Chief Executive Officer an Annual Report within 30 days following the end of the academic year (or May 1, whichever comes first).
   (c) The Secretary of the Student Chapter shall furnish the CMAA Liaison Manager and Faculty Advisor with the date and proposed subject matter of each chapter meeting at least 15 days in advance of such meeting.
   (d) By virtue of a CMAA Student Chapter charter, a course on club management will be included in appropriate program curriculum, preferably offered on an annual basis.

8.10.4 There is no current cap on the number of chartered student chapters.

8.10.5 Student members are permitted to attend CMAA events, such as World Conference, the National Student Education Conference, and chapter-level education opportunities.

8.10.6 CMAA sanctions a zero-tolerance standard regarding the use of alcohol by CMAA student members at any CMAA national or Chapter social/networking or professional development event/meeting/conference. Alcoholic beverages may not be served to, purchased for, or consumed by current CMAA student members at a CMAA-related event. Student members who are 21 years of age or older are not exempt from this policy. Students may be asked to wear their attendee badges, a wristband, or some other identifiable item to ensure that this zero-tolerance standard is upheld.

In no event shall alcoholic beverages be served to, purchased for, or consumed by any individual under 21 years of age at a CMAA-related function.
9. **CMAA SUBSIDIARIES**

9.1 **The Club Foundation**

9.1.1 The Club Foundation will abide and operate by its designated Bylaws and operate as a subsidiary of CMAA and act as the Association's fundraising and charitable body.

9.1.2 The Board of Directors authorizes that an insert for club members may be added to the annual CMAA membership renewal billing to encourage a contribution to The Club Foundation.

9.1.3 Allow the Club Foundation (CF) logo use in the Club Business Expo on booths representing Foundation contributors and meeting the Foundation's donor program requirements (per exhibitor's option) as well as printed in the CMAA Exhibitors Roster next to all eligible companies having contributed to The Club Foundation. CF materials may be included in PreConference exhibitor newsletters.

9.1.4 The Club Foundation may raise funds for The Foundation in conjunction with the World Conference as approved by the CMAA Board of Directors.

9.1.5 The Club Foundation may use events (i.e., Golf/Tennis Tournament(s), networking, fitness activities, etc.) affiliated with the World Conference as applicable fundraising opportunities.

9.2 **The Club Spa & Fitness Association (CSFA)**

9.2.1 The Club Spa & Fitness Association (CSFA) will operate as a subsidiary of CMAA and be recognized as CMAA's official club fitness/wellness vertical. CSFA will uphold its own bylaws, governance model, and dues structure.
10. TECHNOLOGY AND PRIVACY

10.1 General Data Protection Regulations (GDPR) Compliance

Awareness:
Protecting member, customer, and user privacy is extremely important to us.

Protected Information:
Protected Data includes: First/Last Name, Street Address, and an online identifier such as email Address. Extraneous Sensitive Data such as physical, physiological, genetic, religious, political, mental, economic, cultural, or social identity of that natural person is not required within the CMAA’s infrastructure. CMAA maintains appropriate technical and organizational measures to comply with industry best practices and all applicable laws, rules, and regulations with respect to its use, handling, security, storage, disclosure (only as permitted by the services provided), and retention of any Protected Data in connection with Software that pertains to or identifies an individual, including name, postal address, and/or e-mail or IP address. Extraneous Sensitive User Data, which may be voluntarily exchanged with other users, is not a requirement of the system and therefore is not the responsibility of CMAA. In the course of interacting, customer and users may have the opportunity to store information and material provided by other users. CMAA complies with all applicable personal data protection and privacy laws and industry standards, including but not limited to the Payment Card Industry – Data Security Standards. CMAA does not use Protected Data received or made available or accessible by member, customer, or user for any reason not expressly permitted by customer/user and shall immediately return to customer any such information in its possession upon request by customer.

Where does the Protected Data come from?
In most cases, CMAA members/customers/users provide first/last name and email address through the course of account registration processes that enables event registration and other ecommerce transactions. In some cases, the user provides the information or the user’s activities create the information.

Is this information shared with third parties?
In cases of credit card transactions, first/last names and street address are shared with third-party merchant providers. Contact information necessary to fulfill transactional obligations may be shared with official CMAA contracted vendors (inclusive of third-party fulfillment/distribution centers and/or CMAA’s official magazine publisher) to enable delivery of goods.

Privacy Statement:
CMAA is committed to protecting the privacy of our members, customers, and users. Therefore, we do not sell or rent the information our members/customers/users provide to any third party.

Further, we do not share the information that you provide to us with any third parties for their direct marketing purposes without first providing you the opportunity to opt-in or opt-out of such sharing. CMAA does provide members and business partners the opportunity to interact electronically within the scope of CMAA programs and ventures and venues such as the World Conference and Club Business Expo.

You may request information about how we share information consistent with this Privacy Policy by contacting CMAA’s Senior Vice President of Information Technology.

Individual Rights:
CMAA recognizes the following GDPR User Rights:

- Users will be notified should a breach occur.
- If you have specific questions about particular data, you can contact us by emailing chris.velo@cmaa.org for any clarification or data you may need at any time. Information will be provided without undue delay.
- Users may access and update their account settings at any time to correct or complete their account information; you may contact CMAA at any time if you need help to access, correct, amend, or delete information that we hold about you, as explained in our Privacy policy.
You may terminate your account at any time, in which case we will permanently delete your account, and all data associated with it which does not support current or historic transactional activity. The termination of your account will render any CMAA activities inactive.

CMAA will be happy to export your account data to a third party at any time upon your request.

If a user objects to the way in which CMAA processes their personal data, please contact us to review the processes and take appropriate action as needed.

Subject Access Requests:

Users may, at no charge, request CMAA assistance to gather data requests. The request shall be in writing and must contain the full name of the user(s) and a detailed scope of the request including all data elements. CMAA will respond to the request within 30 days. In cases of extreme or out of GDPR scope requests, CMAA may charge for the work required or reduce the scope per the GDPR. CMAA reserves the right to deny the request. If denied, CMAA will provide a detailed reason for the denial and the user retains the right to appeal to the GDPR supervisory panel and/or seek judicial remedies.

Lawful Basis For Processing Personal Information:

Consent:

Users voluntary consent via the process of creating an account. Users may also opt to process PCI DSS compliant credit card transactions, course registrations, and personal content interests within CMAA systems. During this voluntary process, a user may temporarily provide access to their credit card information (which is not permanently stored) in order to register for a course or complete other transactions.

Children:

CMAA services are not intended for children.

Data Breaches:

CMAA shall immediately (and in any event, within twenty-four (24) hours after CMAA becomes aware that any Protected Customer Data has been disclosed or revealed to, or accessed by, any unauthorized person, whether inadvertently or intentionally) provide customer(s) with notice of any security breach and for any Protected Customer Data in its possession or control and at its own expense, investigate, and take all steps to identify, prevent, and mitigate the effects of such security breach. Further, CMAA shall promptly provide to customer a detailed description of the incident, the data accessed, the identity of affected individuals, and such other information as customer may reasonably request concerning the security breach and conduct any recovery necessary to remediate the impact, and bear any cost or loss customer may incur as a result of such security breach to the extent such data was under CMAA’s control or in CMAA’s possession, including the cost of any notification of any affected consumers required of or undertaken by customer.

In addition, CMAA shall process any Protected Data in accordance with Customer’s instructions and only to the extent necessary to carry out the purposes of performing the services provided.

Data Protect By Design and Impact Analysis:

CMAA is PCI compliant.

Data Protection Officer:

If you have any questions regarding the security of your data, please contact CMAA’s Senior Vice President of Information Technology.
Responsible Use of CMAA Computers and Information Systems

For Members/Affiliated Individuals and CMAA Chapters

Purpose

It is the purpose of this Policy to set forth CMAA’s administration policy and provide guidance relating to responsible use of CMAA’s electronic information systems.

General

CMAA strives to maintain access for its members (the “users”) to local, national and international sources of information, and to provide an atmosphere that encourages sharing of knowledge, the creative process and collaborative efforts within the scope of CMAA’s mission.

Access to electronic information systems at CMAA is a privilege, not a right, and must be treated as such by all users of these systems. All users must act honestly and responsibly. Every user is responsible for the integrity of these information resources. All users must respect the rights of other computer users, respect the integrity of the physical facilities and controls, and respect all pertinent license and contractual agreements related to CMAA information systems.

All users shall act in accordance with these responsibilities and relevant local, state and federal laws and regulations. A user’s failure to conduct himself in compliance with the Policy may result in disciplinary action, up to and including expulsion for member users and other affiliated individuals. CMAA is a provider of a means to access the vast and growing amount of information available through electronic information resources. CMAA is not a regulator of the content of that information, except for that information CMAA itself and those acting on its behalf create. Any persons accessing information through CMAA information systems must determine for themselves and their subordinates whether any source is appropriate for viewing.

Accepting any account and/or using CMAA’s information systems shall constitute an agreement on behalf of the user or other individual accessing such information systems to abide and be bound by the provisions of this Policy.

CMAA may restrict or prohibit the use of its information systems in response to complaints presenting evidence of violation of CMAA policies, local, state or federal laws. When it has been determined that there has been a violation, CMAA may restrict or prohibit access by an offending party to its information systems through CMAA-owned or other computers, remove or limit access to material posted on CMAA-owned computers or networks, and if warranted, institute other disciplinary action, up to and including expulsion for member users and other affiliated individuals. Other persons may be prosecuted under applicable local, state or federal laws or regulations.

Definitions

For purposes of this Policy the following definitions shall apply:

“Electronic communications” shall mean and include the use of information systems in the communicating or posting of information or material by way of electronic mail, forums, the internet or other such electronic tools including social media platforms and the like.

“Information systems” shall mean and include the computers, networks, servers and other similar devices that are administered by CMAA and for which CMAA is responsible.

“Networks” shall mean and include video, voice and data networks, routers and storage devices.

“Software” shall mean and include computer software installed on CMAA servers or employed as a hosted service for use by users.

“SPAM” shall mean and include electronic communications directed to more than one user simultaneously whose content is not CMAA mission-or business-related, and which an average user applying contemporary community standards would find the electronic communication objectionable. The CEO, in consultation with the Information & Technology Systems department head, shall have the sole authority to determine whether an electronic communication is SPAM under this policy.
“Member user” shall mean and include those members of CMAA in good standing as defined in the CMAA Bylaws. “Other affiliated individuals” shall encompass participants in the affiliate program or similar.

“Staff user” shall mean and include employees or agents of CMAA acting on CMAA’s behalf.

Permitted Use

Prior Approval Required for Personal use for Outside, Consulting, Business or Employment. Personal use of CMAA information systems resources or equipment by any member user for personal financial gain in connection with outside (non-CMAA) consulting, business or employment is prohibited.

Access

Unauthorized access to information systems is prohibited. No user shall use the identification (ID or User Name) or password of another user. No member user shall provide his password to another user, except in cases necessary to facilitate assistance by CMAA staff. When any user terminates his relationship with CMAA, his ID and password shall be denied further access to CMAA information systems.

Misuse Of Information Systems

Misuse of CMAA information systems is prohibited. Misuse includes, but is not limited to the following:

- Attempting to modify or remove CMAA information systems.
- Accessing without proper authorization computers, software, information or networks to which CMAA belongs, regardless of whether the resource accessed is owned by CMAA or the abuse takes place from a non-CMAA site.
- Taking actions without authorization that interfere with the access of other users to information systems.
- Circumventing logon or other security measures.
- Using information for any illegal or unauthorized purpose.
- Personal use of information systems or electronic communications for non-CMAA consulting, business or employment, except as set forth in Section 4 of this Policy.
- Sending any fraudulent electronic communication.
- Violating any software license or copyright, including copying and redistributing copyrighted software, without the written authorization of the software owner.
- Using electronic communication to violate the property rights of authors and copyright owners.
- Using electronic communications to harass or threaten users in such a way as to create an atmosphere that unreasonably interferes with a member user’s enjoyment of CMAA membership, or a staff user’s employment experience. Similarly, electronic communications shall not be used to harass or threaten other information recipients, in addition to users.
- Using electronic communications to disclose proprietary information without the explicit permission of the owner.
- Reading of other user’s files or electronic communications without permission.
- Forging, fraudulently altering or falsifying, or otherwise misusing CMAA or non-CMAA records (including computerized records, identification cards, or other documents or property).
- Using electronic communications to hoard, damage, or otherwise interfere with resources available electronically.
- Using electronic communications to steal another individual’s works, or otherwise misrepresent one’s own work.
- Launching a computer worm, computer virus, or other rogue program.
- Downloading or posting illegal, proprietary or damaging material to a CMAA computer. This includes material containing computer viruses or worms. Users shall seek competent technical advice before downloading any questionable material. Transporting illegal, proprietary or damaging material or information across a CMAA network.
- Violation of any local, state or federal law or regulation in connection with the use of any information system.
Privacy

a. User Privacy Not Guaranteed. When CMAA information systems are functioning properly, a user can expect the files and data he generates to be private information, unless the creator of the file or data takes action to reveal it to others. Users should be aware, however, that no information system is completely secure. Persons both within and outside of CMAA may find ways to access files and data. Accordingly, CMAA cannot and does not guarantee user privacy and users should be continuously aware of that fact.

Response to a Public Records Request, Administrative or Judicial Order or Request for Discovery in the Course of Litigation. Certain records, such as proprietary information or personal information in personnel and member records are protected from disclosure to sources outside CMAA. However, other records may require disclosure if a public record request is made. Users should remember this when creating any electronic communication. Also, users must be aware that CMAA will comply with any lawful administrative or judicial order requiring the production of electronic files or data stored in CMAA's information systems, and will provide information in electronic files or data stored in CMAA's information systems in response to legitimate requests for discovery of evidence in litigation in which CMAA is involved.

CMAA reserves the right, in its sole discretion, to review any user's files, data and usage to the extent necessary to ensure that information systems are used in compliance with local, state and federal law and regulations, this Policy and other applicable CMAA policies.

Electronic Mail (Email)

Email should reflect careful, professional and courteous drafting, particularly since it is easily forwarded to others. Never assume that no one other than the addressee will read your email.

CMAA maintains email broadcast addresses for the convenience of users, for which one email address is designed reach all users of an administrative unit of CMAA, or users engaged in an email discussion of mutual interest. Use of these broadcast addresses for dissemination of SPAM is specifically prohibited.

Be careful about attachments and broad publication of messages, particularly messages addressed simultaneously to more than one user.

SPAM, as defined by this Policy, is prohibited.

For purposes of timely response, email will be treated the same as any other written communication received by a user. Email will be responded to in a manner consistent with other received written correspondence. A shorter response period for email is specifically excluded by the Policy.

Email may be responded to in any manner the responder deems appropriate. Email may be responded to by email, written correspondence, telephone, or other means as determined by the responder.

Users should be aware that even when an email message is deleted or erased, it may still be possible to recover the message; therefore, the ultimate privacy of e-mail is not ensured to anyone.

Web Pages

The CEO may establish standards for information published on the internet considered official CMAA information, consistent with CMAA Bylaws. All official webpages shall include a copyright notice to identify them as official CMAA Web Pages. No other webpages shall be allowed to use the CMAA logo, except as provided in the CMAA Bylaws and other policies.

Originators of webpages using information systems associated with CMAA shall comply with CMAA policies and Bylaws and are responsible for complying with all local, state and federal laws and regulations, including copyright laws, obscenity laws, laws relating to libel, slander and defamation, and laws relating to piracy of software.

The users creating digital content are responsible for the accuracy of the information contained in the digital content. Content should be reviewed on a timely basis to assure continued accuracy. Content should provide a method by which questions and/or comments may be addressed.
10.3 Social Media Policy For CMAA Staff and Volunteer Leaders

The points listed here are intended to guide CMAA staff members and volunteer leaders when utilizing social media sites encompassing blogs, forums and networks.

Think before you post. There’s no such thing as a “private” social media site. Search engines can turn up posts years after the publication date. Comments can be forwarded or copied. Archival systems save information even if you delete a post. If you feel angry or passionate about a subject, it’s wise to delay posting until you are calm and clear-headed.

Maintain confidentiality. Do not post confidential or proprietary information about CMAA, its employees or volunteer leaders. Use good ethical judgment and follow CMAA policies and federal requirements regarding privacy. Make it a rule to avoid discussing situations involving individuals on social media. As a guideline, don’t post anything that you would not present publicly at a conference.

Consider your audiences. Social media can span traditional boundaries between professional and personal relationships. Use privacy settings to restrict personal information on otherwise public sites. Choose profile photos and avatars carefully. Be thoughtful about the type of photos you upload.

Social media accounts which mention your role at CMAA (either as a staff member or volunteer) should include a disclaimer statement such as “thoughts are my own.”

Respect organizations and individuals. Be considerate when discussing both organizations and individuals. Do not post information (or photos) about others without permission.

Keep your personal views separate. Uphold CMAA’s mission in your activities. Don’t include political comments or comments on social issues except in support of positions CMAA has already taken. When presenting your personal opinions keep in mind that online communities are a highly visible form of communication.

Be thoughtful. If you have any questions about whether it is appropriate to write about certain kinds of material in your role as a CMAA representative, ask your supervisor before you post.

Monitor comments. Most people who maintain social media sites welcome comments—it builds credibility and community. However, you can set your site so that you can review and approve comments before they appear. This allows you to respond in a timely way to comments. It also allows you to delete spam comments and to block any individuals who repeatedly post offensive or frivolous comments.

Be accurate. Make sure that you have all the facts before you post. It is better to verify information with a source first than to have to post a correction or retraction later. Cite and link to your sources whenever possible; you’ll boost your credibility and help build community. If you make an error, correct it quickly and visibly.

Use your time appropriately. CMAA computers and your work time are to be used for CMAA-related business. It’s appropriate to post at work if your comments are directly related to accomplishing work goals.