

## **Part I – Overview: The Master Club Manager (MCM) Program**

*A certification and recognition program for a special group of professionals who have made extraordinary and long-lasting contributions to the club industry.*

In 1990, the Master Club Manager (MCM) program was developed by the Club Managers Association of America (CMAA) to recognize significant and long-lasting contributions made by an elite group of club managers to their clubs, their profession and their communities. Since that time, the requirements and procedures comprising the MCM program have evolved to yield a meaningful and challenging, yet achievable, professional development program for CMAA's membership.

The development of an MCM Monograph is a central focus of certification requirements. This writing requirement must yield an organized and documented study of some specific and well-defined aspect of the club industry. The Monograph helps evaluate a candidate's understanding and application of information learned from a comprehensive background in the club industry. The completed Monograph serves as a major written contribution to the club management profession.

### **THE MASTER CLUB MANAGER**

The Master Club Manager designation demonstrates a high level of professionalism. An MCM is a recognized and admired leader with a strong intellectual background who has enjoyed a highly successful club management career over a substantial period of time. MCMs share successes at many levels, and they contribute to the success of others in the club profession and in their individual clubs.

The MCM process identifies key requirements necessary for recognition as a Master Club Manager. Candidates must possess satisfactory credentials in three domains: contributions, professionalism and integrity.

#### ***Contributions***

Candidates shall have made significant and lasting contributions to their profession, CMAA and their community. These contributions must be meritorious, having made a meaningful impact upon recipients and should have gained attention and recognition. Contributions should provide benefits well into the future.

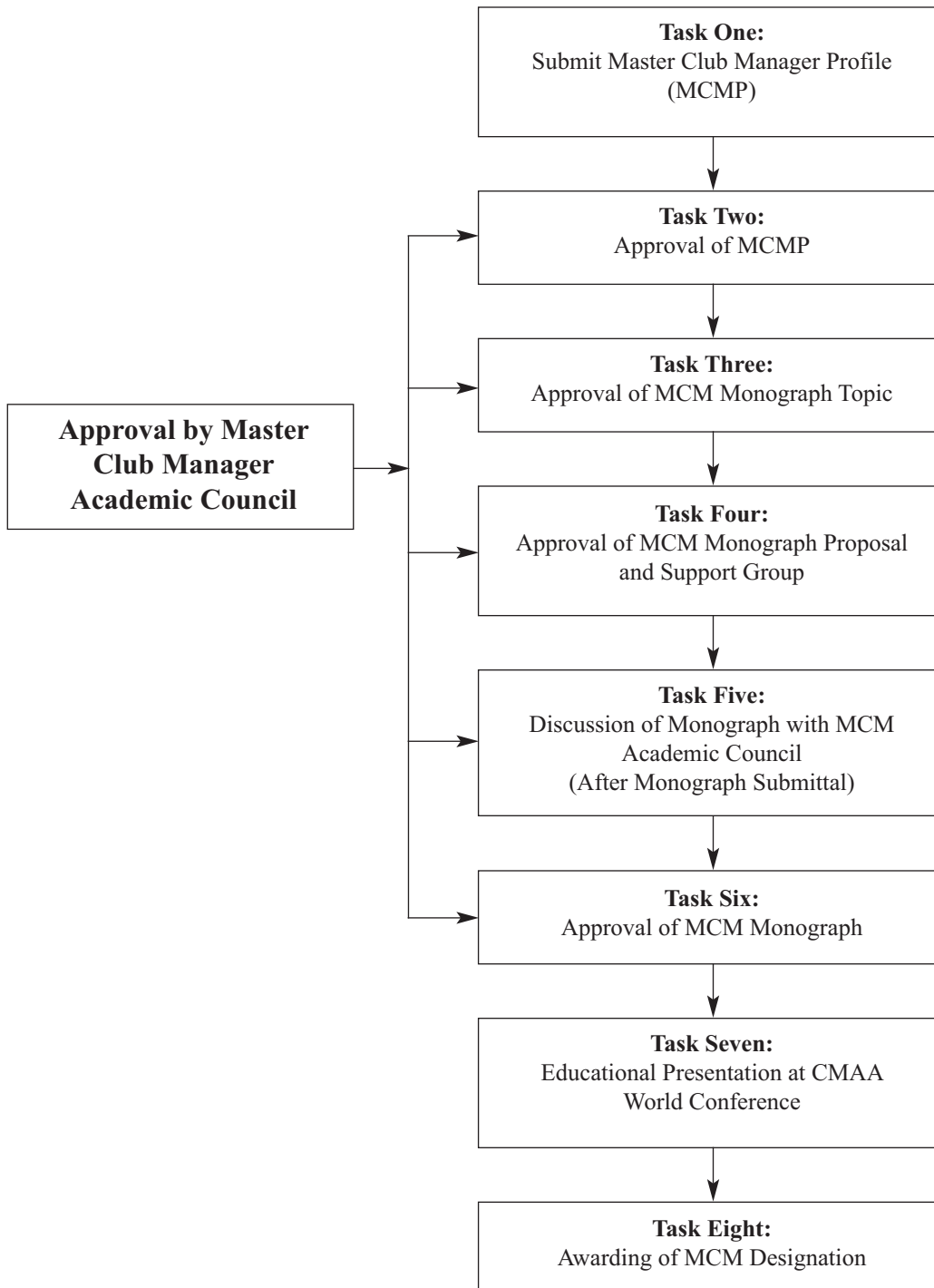
#### ***Professionalism***

Professionalism encompasses a blend of maturity, fairness, honesty, respect for others and the pursuit of truth that distinguishes the few from the many. Candidates will have earned the respect of club directors, members and employees stemming from their consistent professional behavior. Candidates should also have earned the respect of their manager peers. This will be exhibited as they provide new knowledge, practice or theory through published articles, teaching and/or mentor/internship programs. The MCM Monograph developed as a requirement for the certification designation provides a significant written contribution to the club industry. Professional contributions will also have been made to CMAA at the chapter and national levels.

### *Integrity*

Integrity comes from a Greek word that means “wholeness,” and candidates should possess “wholeness” in their personal ethics. They should have a high standard of moral conduct that does not waiver. Candidates lead through personal example by consistently demonstrating that morality is woven into their decision making.

### **The MCM Certification Program Process**



**The eight steps in the MCM certification program provide an overview of the process.**

**Task One: Submit Master Club Manager Profile (MCMP).** This document serves as the application for entrance into the MCM process. The MCMP must be approved before the Monograph is developed.

**Task Two: Approval of MCMP.** Approval of the MCMP by the MCM Academic Council signifies that the candidate has met the program's rigorous entrance requirements

**Task Three: Approval of MCM Monograph Topic.** The proposed Monograph topic and a defense of the importance of it are included with the MCMP, but the MCM Academic Council has a separate discussion about it after candidate approval.

**Task Four: Approval of the MCM Monograph Proposal and Support Group.** A significant amount of effort is needed to successfully complete the MCM Monograph. A proposal detailing exact Monograph goals helps ensure that the expectations of the candidate and MCM Academic Council members are the same. The names of the candidate's support group must accompany the Monograph proposal, along with written acknowledgement by each member of the support group that they understand the expectations and agree to serve. The council may also provide suggestions about additional experts who can assist the candidate with the Monograph development process. Prior to the approval of the Monograph proposal, council representatives will discuss (typically via conference call) key elements of the proposal along with expectations for the process and the Monograph itself with the candidate and the academic advisor on the support group.

**Task Five: Discussion of Monograph with Academic Council.** Once submitted, the Monograph is reviewed by council members who may have questions. A conference call with the candidate and support group academic advisor is used to address any concerns.

**Task Six: Approval of the Master Club Manager Monograph.** The council's evaluation including any feedback from the formal discussion with the candidate will lead to Monograph approval, conditional approval with changes specified or the need for more substantial revisions. The successful candidate will meet with MCM Academic Council representatives at the CMAA World Conference to discuss their Monograph prior to making their presentation.

**Task Seven: Presentation at CMAA World Conference.** The MCM candidate will make a formal presentation based on the Monograph's major findings at a CMAA World Conference.

**Task Eight: Awarding of MCM Designation.** The candidate will receive the MCM designation as a final step in the certification process.

## **MASTER CLUB MANAGER ACADEMIC COUNCIL**

Members of the MCM Academic Council review and approve the MCMP, Monograph topic, proposal, support group and Monograph. The Council is comprised of a minimum of seven people appointed by the CMAA President with approval by its Board of Directors. In addition, a CMAA staff member appointed by the Chief Executive Officer is a non-voting liaison. Each person except the staff liaison serves a four-year term staggered with others to help ensure continuity. Members may be reappointed for one or more additional terms. Council membership includes at a minimum:

- Two Master Club Managers, one of whom also serves on the CMAA Certification Committee.
- Two Certified Club Managers (CCMs) with current or past membership on the Certification Committee.
- Three college/university faculty members with prominent experience in hospitality education.

The MCM Academic Council is convened as necessary, but MCM designations are formally awarded only at the World Conference. It has six major functions:

- Evaluate MCMPs, judging them to be complete and granting approval or in need of modification requiring resubmission;
- Evaluate proposed Monograph topics and proposals, judging them to be complete or requiring additional information and/or revised methodology;
- Approve the candidates' Monograph support groups;
- Evaluate submitted Monographs, judging them to be complete or in need of modifications or resubmission;
- Serve as the questioning and evaluating group for an oral discussion with the MCM candidate about the Monograph's findings and recommendations. The Monograph will only be accepted after a successful oral discussion of the document with MCM Academic Council members; and
- Oversee the overall MCM process and make recommendations to the CMAA Certification Committee as necessary for program modification.

Decisions of the MCM Academic Council may be appealed to the CMAA Board of Directors. (Please direct any appeals to CMAA National Headquarters – Attention: CMAA Staff Liaison to the MCM Academic Council.)

## **MONOGRAPH SUPPORT GROUP**

The Monograph support group serves as an advisory team of three or four individuals selected by the candidate to provide direct counsel and support as the Monograph topic is researched and is written. Signed acceptance letters from each member of the candidate's MCM Monograph support group are required. The letters must be submitted by the candidate with his or her Monograph proposal, and each letter should note the group member's agreement with the Monograph proposal. The MCM Academic Council must approve support group members and the proposal before Monograph research may begin. Support group members must sign off on the Monograph proposal, the final Monograph draft and all subsequent revisions submitted to the MCM Academic Council. Please see *The Role of the Support Group in the MCM Process* for more information and for Acceptance Forms.

Support group members must come from at least two of the following groups:

- Master Club Managers;
- **College/University professor with a research background generally applicable to the monograph's topic. NOTE: one faculty member is required to serve on the Monograph support group; and**
- Experts in the field of study.

An academic advisor is a key member of the support group. Once the Monograph topic and support group have been approved by the council, a conference call involving the council, the candidate and the support group academic advisor will be conducted to clarify expectations of the council in developing the Monograph proposal. A similar conference call will be held after approval of the Monograph proposal and prior to starting work on the actual Monograph. Subsequently, this level of involvement may continue each time a Monograph draft is submitted for review.

## **MCM CANDIDATE ELIGIBILITY STANDARDS**

The candidate must meet the following standards to be eligible for the MCM Program:

1. Be a current member in good standing of the Club Managers Association of America.
2. Be a current Certified Club Manager (CCM) with membership in the Honor Society.
3. Have successfully completed the Business Management Institute (BMI) IV and V courses of study.
4. Have earned 200 additional CMAA certification credits beyond entrance into the Honor Society with a minimum of 100 credits from CMAA/CMI education programs.
5. Be a Professional Status member of CMAA for a minimum of 11 years.
6. Have completed the MCM Profile which must be approved by the MCM Academic Council.

The Master Club Manager Profile (MCMP) is completed by the applicant to demonstrate success as assessed by the MCM Academic Council in two areas:

Management of Clubs - Dimensions are:

- Club Management
- Club Industry Involvement
- Related Professional Experience
- Ethics/Integrity

Service to Others - Dimensions are:

- Student/Employee/Peer Programs
- Scholarly Activities
- Community Service

These dimensions are discussed in the MCM Profile and Template.

## MCM PROCEDURES AND SCHEDULE

The MCM process is demanding and cannot be compressed into a short time period. These steps should be done in sequence not concurrently. Approval of an activity precedes the initiation of the next activity. The following is a sample schedule to suggest a potential reasonable timeline.

Outline of MCM Process	Sample Schedule
1. Confirm that candidate eligibility standards are met.	Anytime (Assume May, Year One)
2. Submit the Master Club Manager Profile (MCMP) including the proposed Monograph Topic.	October, Year Two
3. Notification of MCMP Status and Approval or Rejection of Monograph Topic.	November, Year Two
4. Submit Monograph Support Group and Monograph Proposal.	Anytime after approval of MCMP and Monograph topic
5. Notification of Status of Proposal and Support Group (Provisional approval may require changes in project tactics and/or Support Group members).	Within 45 days after submission of proposal
6. Submission of Monograph.	September, Year Two (Assumes six Months Development Time.)
7. Notification of Monograph Status.	October, Year Two
8. Monograph Discussion with MCM Academic Council.	November, Year Two
9. Education Presentation.	World Conference
10. Award MCM designation.	World Conference

**Note: The above sample schedule represents approximately 16 months. The actual time required may be less or more than that illustrated.**

*The MCM Academic Council retains the right and authority to modify a proposed schedule consistent with the overall integrity of the MCM program and the best interests of each individual candidate.*

*Please Note:*

- Before developing the MCMP, one should ensure that CMAA records verify that candidate eligibility standards have been met.
- The MCMP and proposed topic can be submitted at any time. At that time, the MCMP can be judged complete or in need of modifications or resubmission; the Monograph topic can be approved or disapproved; and/or additional information may be requested.
- Candidates are encouraged to seek the advice of others as they explore topics for the monograph. However, the Monograph support group should be selected after the Monograph topic has been approved because modifications, if any, suggested by the MCM Academic Council may suggest the benefits of a specialist on the support group.
- The Monograph development process should not begin in earnest until the proposal has been approved.
- The Monograph will be carefully reviewed by the MCM Academic Council and can be approved or disapproved with required modifications identified.
- Time will be scheduled for the candidate to undertake a pre-conference monograph discussion with MCM Academic Council members and to make an educational presentation during a formal CMAA World Conference session open to conference attendees. With these requirements complete, the candidate will be awarded the MCM designation before his/her peers during the World Conference.