

## **Part V – Role of Support Group in the MCM Monograph Process**

The Master Club Manager (MCM) certification offered by the Club Managers Association of America (CMAA) is available for highly accomplished and experienced members who demonstrate a high level of professionalism in their community, business and personal environments. MCM candidates must possess satisfactory credentials in three domains:

### **Contributions**

Candidates provide evidence of having made significant and lasting contributions to their profession, CMAA and the community. These contributions must be long lasting and meritorious, have made a meaningful impact upon recipients and should have gained attention and recognition from superiors, peers, employees, members of the club, community and media.

### **Professionalism**

Candidates provide evidence of having earned the respect of club directors, members and employees stemming from their consistent professional behavior. They also have earned the respect of fellow club managers stemming from how they provide new knowledge, practice or theory such as published articles, teaching, mentoring and/or internship programs. They have also made professional contributions to CMAA at the chapter, regional and national levels

### **Integrity**

Candidates have provided evidence that they have a high standard of moral conduct that does not waiver. They lead through personal example by consistently demonstrating that morality is woven into their decision-making activities.

### **ABOUT THE MCM Monograph**

Candidates approved for the MCM program must complete a Monograph and present its findings at an educational presentation to attendees at CMAA's World Conference. Successful completion of the MCM Monograph is the singular most significant effort for MCM certification. MCM program requirements relate its importance:

*This is the writing requirement for the MCM. It is the result of documented study of some specific and well-defined aspect of the club industry. It 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 field of club management.*

The MCM Monograph must be objectively developed in a process that is practical for the manager who develops it and for the managers who will read it. Since CMAA members are managers, not academic scholarly professionals, the following guidelines are useful:

- **Topic Selection** – The Monograph topic must address a practical issue of genuine concern to the club industry. An esoteric subject with only a peripheral application to the industry will not be accepted.
- **Research Methodology** – The research process should be objective. Its procedures including method and sample size should be defensible to academic scholars.
- **Monograph Presentation** – Findings must be driven by carefully developed research questions and be supported by objective and defensible research procedures. However, the written Monograph should focus on practical application and the "so what" of the project in terms of its contribution to the club industry.

While MCM applicants will likely have ideas about a Monograph topic, they also need assistance from their support group. As described in MCM requirements, this group is “an advisory group of three or four individuals selected by the candidate to provide direct counsel as the Monograph topic is researched and developed. Signed acceptance letters from each member of the candidate's MCM support group are required and should also note the group members' agreement with the proposed Monograph proposal.” Requirements further indicate that support group members must come from at least two of the following groups: “Master Club Manager, College/ University Professor with a research background generally applicable to the Monograph's topic or an expert in the field of study.”

### **About the MCM Monograph Support Group**

While the responsibility for all aspects of the MCM Monograph rests solely with the MCM candidate, there are several opportunities for support group members to provide assistance.

- **Task One: Selection of Topic** – The chosen topic must be relevant to and important for the club industry, and its goals must be attainable. Specific topics such as development and implementation of an exemplary member services program, discovery of practical and cost-effective procedures to publish a club history book and a study of factors that impact a club manager's tenure with a club are examples of topics with attainable goals.

Candidates are advised to consider possible topics relative to their feasibility, resources available to support writing about the topic and relevance to the club industry. They are also asked to think about their personal interests, background, expertise, career goals and are reminded to select a manageable topic to build on other scholarly work in the field.

The Monograph's proposed topic, goals (research questions) and a defense of its importance to the club industry must be approved before a formal Monograph proposal is developed.

In addition to the proposed topic, the candidate must submit a proposed draft of the Monograph. At a minimum, this should include information about the problem statement, a brief information review and a description of the proposed research method(s) including a draft of a survey, if applicable. The candidate should obtain help with development of this proposal from the support group.

- **Task Two: Monograph Proposal** – The candidate must submit a Monograph proposal after the topic is approved and work on the Monograph begins. Support group members can provide input as this document is developed to provide a problem statement including project goals (research questions), literature review, proposed research methods including a survey draft (if applicable) and a plan relating to results, discussion and implications. (The MCM candidate can share a detailed CMAA document that addresses the Monograph proposal.)

**The proposal will be evaluated by the MCM Academic Council, and the academic advisor of the support group and the candidate will participate in a follow-up conference call to review the proposal and discuss the Council’s expectations for the finished Monograph.**

- **Task Three: Assist With On-going Problem Resolution** – A wide range of unexpected challenges may arise and the candidate will benefit from the counsel of Monograph support group. An open line of communication between the candidate and support group members is highly recommended. Proactive queries from members ("How are things going? What can I do to help you?") can encourage the open communication and problem-solving assistance that will be necessary.

Candidates may also need assistance in planning time blocks required for undertaking the project. For example, a candidate may underestimate the time required to conduct research and, therefore, have less time to write, rewrite, review and edit the Monograph according to an originally planned schedule. They may also appreciate suggestions about costs involved for surveys and other expenses including editing that are their responsibility.

- **Task Four: Interpret Findings/Results** – What do the findings from the research suggest? Monograph support group members, each with their own specific backgrounds and perceptions, can provide guidance. A rich interchange of suggestions about implications of the findings is a most integral aspect of the monograph development process and will make a difference in the value of the monograph to the club industry. The MCM candidate will have his/her own opinions of the study’s findings, and these perspectives should be tempered with input from the Monograph support group.
- **Task Five: Review Interim Monograph Drafts** – Writing, rewriting and editing are obviously important elements in a successful Monograph. CMAA offers some assistance: availability of sample Monographs and the conduct of MCM Monograph-related sessions at Annual World Conferences are examples. However, the candidate will need to spend a significant amount of time on the writing task. Suggestions from support group members about Monograph drafts will be helpful. Suggestions about qualified editing assistance will also likely be appreciated. For example, a faculty member might suggest, a departmental support person or a graduate student in English, journalism or another discipline who can assist.
- **Task Six: Monograph Review and “Sign Off”** – Support group members should carefully review and assist with helpful suggestions and recommendations about changes to the final Monograph. They should inform candidates about the time needed for a review and should not be rushed by the candidate. Members must “sign off” to signify their approval of the Monograph and to indicate their concurrence that the Monograph has been professionally developed and written. These evaluations cannot be performed unless the MCM candidate has provided an adequate amount of time for Monograph review.

Note: additional insight can be gained from a CMAA document (*The MCM Monograph*) which is provided to the applicant.

### **Importance of the MCM Monograph Support Group**

The critical role played by the MCM Monograph support group has been outlined above. This role requires a commitment of creative thought and time that goes beyond a nominal affiliation with the project. The contributions made by the MCM candidate to the field of club management and to the professional development/education of the support group members themselves are important factors that should be weighed as volunteer assistance to a candidate is offered. Questions about the Monograph process should be referred to the MCM candidate who, in turn, can contact the appropriate CMAA staff member, MCM academic council member or other individual. A conservative approach to the decision-making process will benefit the candidate.

### **What If Questions Arise?**

While it is unlikely to occur, what should a Monograph support group member do if he/she has a question about the process or a concern that the Monograph is not being developed correctly? Discussion with the candidate is the obvious first step in addressing the issue. A second step involves requesting that the candidate contact the MCM academic council for advice. CMAA recognizes that support group members are (or are not) supportive of all aspects of the Monograph by their approval of the document. This approval helps to assure that the professional integrity of the support group member, the candidate and CMAA itself are well represented and protected in the Monograph development process.

Thank you for your assistance in the very important CMAA certification program. You were chosen because a top manager in the club industry recognized YOU as the best at what you do. We believe that you are now an integral part of one of the most significant professional development processes in our industry. Best wishes for continued success in your work!

If you have additional questions, please contact the MCM liaison in the Education Department at CMAA via telephone at (703) 739-9500.

## Master Club Manager (MCM) Monograph Support Group Acceptance Letter

I understand the importance of the MCM program and the role played by members of the MCM support group. I will provide assistance to \_\_\_\_\_ who will be researching the following topic:

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\_\_\_\_\_  
*(Support Group Member)*

\_\_\_\_\_  
*(Date)*

Check as applicable:

I approve of the:

Monograph Proposal

\_\_\_\_\_  
*(Support Group Member)*

\_\_\_\_\_  
*(Date)*

Monograph Submission

\_\_\_\_\_  
*(Support Group Member)*

\_\_\_\_\_  
*(Date)*

Monograph Revision(s)

\_\_\_\_\_  
*(Support Group Member)*

\_\_\_\_\_  
*(Date)*

Please return to the MCM Candidate who must submit a copy of each support group letter indicating approval with each phase in the monograph development process.