CMAA 2016-2020 STRATEGIC PLAN

February 21, 2016

PROFESSIONAL DEVELOPMENT/2027 INITIATIVE/CLUB KNOWLEDGE:
Leverage current educational offerings with the need for new offerings and new delivery methods to best serve member and club educational needs to provide current and leading club management practices.

a. Expand club competency development to ensure CMAA is the leader of emerging club competencies; make certain the CCM requirements continuously reflect leading/relevant club management competencies.

b. Assess, develop and/or expand programs and resources in the areas of evolving club management competencies, to include: club governance, marketing, membership development, organizational behavior and development, staff retention, generational differences, data analytics, entrepreneurial leadership, technology, advanced accounting & finance and brand management.

c. Provide potential/emerging club management professionals (i.e., new college graduates, management staff, chefs, golf/tennis/fitness professionals, etc.) a CMAA platform to assess their interest in broader club management.

d. Evaluate the likelihood of offering BMI programs, when appropriate, via distance learning models, particularly in developing club markets.

e. Develop in-person and online learning programs for club boards on best practices for governance, strategic planning and club oversight.
**MEMBERSHIP and MARKETING:**
Transform CMAA’s membership structure and access to ensure the Association best serves the diversity of members and current classifications as well as member clubs and prospective members.

a. Evaluate and develop different membership options to better serve CMAA membership and potential new members (trial, global, club package/bundle, management team, etc.).

b. Leverage CMAA National and Chapter structures to best market, onboard and retain CMAA members.

c. Develop and further enhance allied relationships where allied members interest in club management can enhance the club management profession and their corresponding club operations (examples include PGA, GCSAA, USPTA, etc.).

d. Leverage CMAA to share the value of CMAA programs to non-members and other club-like facility management and operations professionals.

**RESEARCH/CLUB KNOWLEDGE:**
Ensure CMAA is rich with club management resources, best practices and comparable club knowledge to support the optimum practice of club management.

a. Provide regular and ongoing research on relevant topical and operational research findings to CMAA members, boards and interested publics.

b. Grow CMAA resources, research and knowledge to become the trusted source on club management.

c. Develop an easily searchable online database of club management knowledge.

d. Develop best practice resources on club governance and strategy.

e. Leverage CMAA’s magazine and other publications to include shareable, operational and strategic information on club operations, strategic management, oversight and governance.
ADVOCACY:
Leverage CMAA’s resources to advocate on behalf of CMAA educated professionals and ensure CMAA supports its membership’s interest on legislative and regulatory matters.

a. Expand CMAA’s legislative and regulatory advocacy focus on behalf of members through key partnering opportunities and through usable legislative impact information.

b. Increase members understanding, interest and involvement in legislative- and advocacy-related activities.

c. Continue to grow the value proposition of the CCM globally.

d. Increase the awareness and value of CMAA and the CCM in the club boardroom.

CLUB MANAGEMENT:
Create richer and more meaningful experiences for club management professionals throughout their career continuum.

a. Focus CMAA’s value proposition, professional development and services across career span – early, mid, experienced – servicing each of these group’s unique needs.

b. Continue to focus CMAA resources on serving diversity of needs among type and size of club operations, leveraging common club types and common club offerings.

c. Ensure academia is teaching best practice club operations through better understanding of club management through consideration of the following: expanded club research opportunities, targeted academia grants, leveraging the Club Foundation, and through other potential means.

d. Continue to look for ways to encourage mentoring, internships and other opportunities as a pathway from student to club employee to club management.

e. Create awareness, education and insight on generational differences and its effect on clubs to assist with employee and membership relations.
CMAA – THE ORGANIZATION:
Create a strong and healthy CMAA National operation that leverages technology, best association practices and excellent management to best serve the membership.

a. Continue to evaluate, create or coordinate opportunities for the purpose of supporting our chapters.

b. Develop an affiliations agreement for chapters to define minimal operations that ensure consistency and health among all chapters; seek ways to ensure members are uniformly served at the chapter level.

c. Improve CMAA National’s financial health with reduction of debt and healthy operational management and oversight, as well as transparency to the membership.

d. Research, evaluate, purchase and implement a new Association Management System (AMS) that better serves the needs of CMAA at both National and Chapter levels.

e. Maximize The Club Foundation’s role, leveraging opportunities to grow the Foundation and its value to the membership as CMAA evolves.

f. Research, evaluate, develop, implement and launch a new CMAA website.

g. Re-evaluate CMAA’s Corporate Alliance Program structure and offerings to advance CMAA’s mission and propel the club management industry forward.

h. Review and assess CMAA’s ownership of 1733 King Street in terms of the optimum benefit for fulfilling CMAA’s mission.